

9TH REPORT OF THE

GOVERNANCE WORKING GROUP

Meeting held on May 28, 2018, commencing at 1:41 PM, in Committee Room #4, Second Floor, London City Hall.

PRESENT: Councillors V. Ridley (Chair); and Mayor M. Brown, Councillors M. Cassidy, J. Helmer, J. Morgan and M. van Holst; and C. Saunders (Secretary).

ABSENT: Councillor P. Squire.

ALSO PRESENT: A. Codispodi, A. Hagan, L. Livingstone, K. Pawelec, C. Smith, T. Thomas, R. Wilcox and G. Zhang.

I. CALL TO ORDER

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

II. CONSENT ITEMS

2. 8th Report of the Governance Working Group

That the 8th Report of the Governance Working Group, from its meeting held on April 23, 2018, BE RECEIVED.

III. ITEMS FOR DISCUSSION

3. Council Policy Manual Modernization

That, on the recommendation of the City Manager, the following actions be taken with respect to the Council Policy Manual Modernization:

- a) the attached proposed by-laws (Appendices A1 to A19) BE INTRODUCED at the Municipal Council Meeting to be held on June 26, 2018, to amend the following Council Policies in order to reformat them into the new Council Policy template and to reflect any changes required as a result of the application of the gender equity lens and to make any further updates that were deemed appropriate:

- i) Community Arts Investment Program Policy
- ii) Corporate Identity Policy
- iii) Media Protocols Policy
- iv) Community Engagement Policy
- v) Banners Over City Streets
- vi) Special Assistance and Supplementary Aid
- vii) Purchased Service Agreements
- viii) London Community Grants Policy
- ix) Gender Equity in Recreation Services
- x) Child Care Policies
- xi) Policy for Waiving or Reducing Fees for Use of City Owned Community Centres and Recreation Facilities
- xii) Dedication of Fire Stations
- xiii) Athletic Travel Grants
- xiv) Corporate Sponsorship and Advertising Policy
- xv) Leasing Parkland
- xvi) Financial Assistance for Program Activity Fees
- xvii) Inclusion in Recreation Facilities, Parks and Services
- xviii) Special Events Policies and Procedures Manual
- xix) Rzone Policy

- b) the attached proposed by-law (Appendix B20) BE INTRODUCED at the Municipal Council Meeting to be held on June 26, 2018, to repeal By-law No. CPOL.-120-372, being "A by-law to revoke and repeal Council policy related to Public Art Policy and to implement a new Council policy entitled "Public Art Policy" and to implement a new Council Policy entitled "Public Art/Monument Policy";"

- c) the attached proposed by-law (Appendix B21) appended to the staff report dated May 28, 2018 BE INTRODUCED at the Municipal Council Meeting to be held on June 26, 2018, to repeal By-law No. CPOL.-201-453, entitled Homemakers and Nurses Services, which is no longer required.

4. Strategic Plan Measurement Framework and Tool for Reporting

That, on the recommendation of the City Manager and the Managing Director of Neighbourhood, Children and Fire Services, the following actions be taken with respect to the Strategic Plan Measurement Framework and Tool for Reporting:

- a) the Strategic Plan Measurement Framework attached as Appendix "B" and Tool for Reporting attached as Appendix "C" BE ENDORSED for use in the evaluation of the 2016-2019 Strategic Plan and be considered in the development of the next Strategic Plan (2019-2023);
- b) the Civic Administration BE DIRECTED to consultant with the Strategic Thinkers Table, other internal stakeholders and agencies, boards and commissions on key metrics and targets for the next Strategic Plan (2019-2023);
- c) the next Strategic Plan (2019-2023) Reporting Cycle attached as Appendix "D" BE ENDORSED; and,
- d) the Civic Administration BE DIRECTED to implement the Strategic Plan Measurement Framework and Tool for Reporting endorsed in a) above, beginning November 2018;

it being noted that the Civic Administration will place a note on the above-noted Appendix C acknowledging the limitation of the data provided; and,

it being further noted that the Governance Working Group (GWG) provided the Civic Administration with feedback with respect to reviewing and expanding the evaluation metrics for the next Strategic Plan (2019-2023).

5. Annual Meeting Calendar

That the following actions be taken with respect to the attached draft annual meeting calendar for the period January 1, 2019 to December 31, 2019:

- a) the City Clerk BE DIRECTED to amend the above-noted draft meeting calendar as follows:
 - i) to provide for Public Participation Meetings for the Planning and Environment Committee (PEC) to be held commencing at 6:30 PM on the same day PEC meetings are proposed to be held; and,
 - ii) to provide a note indicating that Public Participations Meetings for the Community and Protective Services Committee, Civic Works Committee and Strategic Priorities and Policy Committee will be scheduled as required;

it being noted that Public Participation Meetings before the Corporate Services Committee will be held as part of the regularly scheduled meetings of that Committee;

- b) the City Clerk BE DIRECTED to prepare a second draft annual meeting calendar for the period January 1, 2019 to December 31, 2019 based on the current timing of meetings; and,
- c) the City Clerk BE DIRECTED to make the appropriate arrangements to initiate a public consultation process to provide an opportunity for members of the public to comment on the two above-noted draft annual meeting calendars through an invitation on the City of London's webpage "Get Involved" and by scheduling a Public Participation Meeting before the Corporate Services Committee to receive input from the community with respect to the draft annual meeting calendars.

IV. NEXT MEETING DATE

- 6. That it BE NOTED that the next Governance Working Group meeting will be held on Monday, June 11, 2018, at 1:30 PM, in Committee Room #4.

V. ADJOURNMENT

The meeting adjourned at 2:57 PM.

APPENDIX A1

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-51-247 being
"Community Arts Investment Program Policy".

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-51-247 being "Community Arts Investment Program Policy" for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-51-247 being "Community Arts Investment Program Policy" is hereby amended by deleting Appendix "D(3)" to CPOL.-51-247 in its entirety and by replacing it with the attached new Schedule "A".
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Community Arts Investment Program

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-51-247)

Last Review Date: May 28, 2018

Service Area Lead: Manager of Culture

1. Policy Statement

This program provides guidelines and criteria for The Corporation of the City of London to:

- provide operating financial assistance to non-profit arts organizations or artists within the London arts community;
- encourage public awareness and appreciation of the arts;
- increase access to quality local arts programming; and,
- enhance London's desirability as a community.

2. Definitions

2.1. **Arts festivals and events** - having a clearly articulated mandate which focuses on a specific art form (or forms) that is thematically linked under artistic direction. Arts festivals and events offer unique opportunities for audiences to experience particular kinds of work, e.g.: music, theatre, visual art, literature, dance or film. These art form specific festivals and events showcase the arts and artists available in London to both local residents and visitors alike.

3. Applicability

For the purposes of this program, CAIP applies to a local arts organization or artist(s) who operates on a not-for-profit basis and who has operating revenues that are less than \$1,000,000. Arts festivals and events are permitted to apply to this category.

This program will not include:

- festivals;
- museums;
- The London Regional Art and Historical Museum (Museum London);
- cultural organizations;
- organizations or artists not located within the City of London.

However, these types of organizations, if they meet the program criteria, may continue to seek operational financial assistance from other existing City programs.

4. The Policy

Guidelines:

- 4.1. Annual funding will be made available by the City, subject to Council approval of funding through the Multi-Year Budget.
- 4.2. Applications will be reviewed and administered, in a City-wide context, by a peer assessment group. This group, referred to as the London Arts Council, whose jury members are representative of arts, business and the general community. Conflict of interest guidelines are maintained by the London Arts Council.
- 4.3. Funding awarded by the London Arts Council must be intended and used to further an organization's non-profit activities and must not, either directly or indirectly, be intended or used to further a profit venture or intended or used for capital purposes including, but not restricted to, the purchase of land, equipment, fixtures or physical facilities. An application for assistance under the Community Arts Investment Program does not preclude an organization from applying for capital assistance to the City of London.
- 4.4. The London Arts Council will provide the City of London Culture Office with an annual accounting of the allocation of Community Arts Investment Grants. The accounts will also include an identification of the grants requested, which were reduced or refused.
- 4.5. The successful organization or artist(s) will acknowledge the City's support in its promotional materials in a manner acceptable to the City's Communications Division.
- 4.6. These guidelines shall be reviewed at least once every three years.

Criteria:

The London Arts Council will take the following criteria into consideration when reviewing grant applications:

4.7. Community:

- a) the organization or artist(s)'s activities are directed to the improvement of the quality of life in London;
- b) the organization or artist(s) conducts its activities primarily in London and for the benefit of the residents of London;
- c) the organization or artist(s) encourages the participation of Londoners; and
- d) the organization or artist(s) expends its financial resources in London.

4.8. Activities and Services:

- a) the activities and services are of a quality to merit public support;
- b) the activities of the organization or artist(s) do not substantially duplicate the efforts of other organizations or other government supported individuals or organizations;
- c) the organization collaborates with other non-profit organizations in pursuing its objectives;
- d) the organization or artist's activities bring provincial, national, or international recognition to London;
- e) the organization or artist(s) demonstrates development and innovation in its programming and activities; and
- f) the organization or artist(s) provides and supports instructional programs relative to its objectives and activities for the residents of London through outreach activities and programming.

4.9. Management and Financial Responsibility:

- a) the organization is managed in a responsible manner;
- b) the organization or artist(s) demonstrates initiative and success in generating revenue outside of the Community Arts Investment Program;
- c) the organization or artist(s) measures the success of the activities and/or programs on an ongoing basis and shares the results of these measures with the City and other interested stakeholders; and
- d) the organization is encouraged to consider providing indemnity insurance for the person who sit on its Board of Directors.

4.10. Volunteers:

- a) the organization actively and successfully encourages volunteerism.

Procedures:

- 4.11. The organization or artist(s) will submit a grant application for the next calendar year to the London Arts Council. The application form and submission process will be determined by the London Arts Council subject to the approval of the Culture Office.
- 4.12. The London Arts Council will provide an annual information report to the Culture Office of the City of London by the end of each year. This information report will contain the identification of the name and dollar value of the funding requests received to date as well as all funding allocated through granting streams and supported programs of CAIP.
- 4.13. The current year's grant allocation for CAIP is subject to the approval of the City Council through its annual budget process and will be provided for distribution purposes to the London Arts Council upon budget approval.

APPENDIX A2

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-108-360 being
“Corporate Identity Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-108-360 being “Corporate Identity Policy” for reformatting into the new Council Policy template, review with the gender equity lens, and to include that internal use must adhere to the Corporate Identity Guidelines;

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

1. By-law No. CPOL.-108-360 being “Corporate Identity Policy” is hereby amended by deleting Appendix ‘C(26)’ to CPOL.-108-360 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Corporate Identity Policy

Legislative History: Enacted September 19, 2017 (By-law No. CPOL. -108-360)

Last Review Date: May 28, 2018

Service Area Lead: Manager of Engagement

1. Policy Statement

This policy communicates guidelines and expectations relating to the use of the City of London Coat of Arms vs. the City of London Logo.

2. Definitions

- 2.1 **Coat of Arms** – The heraldic description, crest and motto and supporters are as follows:
Per chevron gules and azure a chevron argent between the chief two garbs, or, and in base a beaver on a log of wood in sinister base and in dexter background a tree vert.

CREST: A locomotive and tender

MOTTO: Labore et perseverantia

SUPPORTERS: Dexter a deer and sinister a brown bear

The coat-of-arms refers to the agricultural nature of the surrounding territory. The motto may be freely translated as "Through Labour and Perseverance." The locomotive in the crest refers to the rapid development of the community and the bear and stag forming the supporters indicate the zoology of the area in the early days.

- 2.2 **City of London Logo** – A registered trademark, consisting of three elements; the tree within the shield and London Canada text.

- 2.3 **Corporate Identity Guidelines** – The manual that provides guidelines for the City logo and accompanying design to assist with the development of consistent materials throughout the organization, through the use of established templates and elements.

3. Applicability

This policy applies to any and all internal and external use of the City of London logo.

4. The Policy

That the following corporate identity policy relates to the use of the City of London logo;

- a) use of the City of London logo, in print and electronic form, is intended for all corporate purposes;
- b) internal permission for the use of the City of London Logo shall be unrestricted as much as it is possible. Noting any reproduction of the City of London Logo will appear as described in the City of London Corporate Identity Guidelines, which is maintained by the Communications Division and may be amended as required from time to time. Also based on the understanding that it will be used only in its copyrighted form, without alteration or appending in any way to other material so as to impair the good name of the City of London, or in any manner that would be inconsistent with the generally accepted standards of taste and decorum; and
- c) external use of the City of London Logo will be determined by the Communications Division who will advise each applicant in writing of their decision. Any reproduction of the City of London Logo will appear as described in the City of London Corporate Identity Guidelines, which is maintained by the Communications Division and may be amended as required from time to time. Approval is subject to a formal agreement between the City and the user, and a final review of materials by the Communications Division to determine correct usage.
- d) The City will provide its corporate logo if one of the following criteria is met:
 - Departments, divisions, boards, commissions, task forces or committees of the Corporation of the City of London.
 - Organization/ program/ event currently receives monetary support from the Corporation of the City of London.

- Organization/ program/ event currently receives in kind support from the Corporation of the City of London.
- e) use of the City of London Coat of Arms, is reserved for certain official purposes as determined by the City Clerk (e.g. Mayor's Chain of Office).

APPENDIX A3

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-124-376 being “Media Protocols Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-124-376 being “Media Protocols Policy” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-124-376 being “Media Protocols Policy” is hereby amended by deleting Appendix ‘C(42)’ to By-law No. CPOL.-124-376 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Media Protocols Policy

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-124-376)

Last Review Date: May 28, 2018

Service Area Lead: Manager of Engagement

1. Policy Statement

This policy outlines guidelines and expectations relating to media access to meetings, City staff, facilities and work locations, and media meals.

2. Definitions

2.1. Media –

- a) staff or authorized representatives of local, provincial or national print outlets (e.g.: daily, weekly, community/student newspapers);
- b) staff or authorized representatives of radio and television agencies;
- c) staff or authorized representatives of news websites;
- d) staff or authorized representatives of wire services (e.g.: Canada News Wire (CNW), Canadian Press (CP));
- e) staff or authorized representatives of local Internet information providers (web authors, bloggers, webcasters, etc.).

3. Applicability

This policy applies to City staff, media and the general public.

4. The Policy

4.1 Media Access to Meetings

The media are welcome to attend and report on all public meetings of the Municipal Council and its committees, ad hoc task forces and working groups.

The City will make every effort to provide the media with seating space in the Council Chambers and other public meeting rooms for the meetings noted above, recognizing that seating availability for the media might occasionally be impacted by the volume of outside delegations and staff in attendance at a meeting, as well as capacity limitations established under the *Fire Code*.

During meetings, it is expected that all media will conduct themselves in accordance with the following guidelines:

- Audio and videotape recording of public meetings is permitted provided that:
 - all recording equipment is completely muted and operated in a manner which does not interfere with the audience's or participants' ability to hear or view the meeting proceedings;
 - no recording equipment interferes with corporate systems; and
 - no recording compromises confidential materials or discussions;

as determined by the Chair or City Clerk or designate.

- Media are not permitted to attend closed sessions of the Municipal Council or its committees, ad hoc task forces and working groups due to the confidential nature of the matters being discussed at these sessions.
- Media must remove themselves and all of their equipment and personal effects from the meeting room, in a timely way, when a meeting is moving into closed session.
- Laptop computers and handheld devices, are permitted in the meeting rooms provided that the equipment:
 - is completely muted and operated in a manner which does not interfere with the audience's or participants' ability to hear or view the meeting proceedings;
 - does not interfere with corporate systems;
 - does not compromise confidential materials or discussions; and

- does not occupy space otherwise required for a meeting participant or audience member.
- Media are not permitted to approach, interrupt or pass notes to meeting participants during meetings. Notes for meeting participants may be given to the on-duty Commissionaire, who will deliver them to the intended recipient at an appropriate time during the meeting.
- Interviews may not be conducted in meeting rooms while meetings are in progress, or in areas immediately outside meeting rooms where meetings are in progress, in order to avoid disruption to meeting proceedings.

4.2 Media Access to City Staff, Facilities and Work Locations

The media are expected to conduct themselves in accordance with the following guidelines when visiting the City of London facilities and work locations:

- No media may enter any City of London facility or work location which is not normally accessible to the general public, without providing satisfactory identification and receiving clearance and a Media Badge by the appropriate City of London manager.
- Photo shoots, film shoots, or interviewing of staff at any City of London facility or work location must be pre-arranged through the appropriate City of London manager or Communications. Note: 2016 Special Event Policies & Procedures Manual – All non-media related filming information is covered under “Filming in London” section by the Manager of Special Events and Community Rentals.
- No media shall photograph or film any employee in non-public areas at City Hall or its facilities if, for personal or other reasons, they do not wish to appear in a photograph, video or film. This also applies to others who may be present including, for example, a customer or supplier.
- No media shall conduct themselves in a manner which is disruptive or otherwise poses a safety or security risk at the City of London facilities or work locations.

4.3 Media Meals

The media are welcome to take part in Council and Standing Committee dinners that are provided in the City Hall cafeteria on regular Council and Standing Committee meeting nights. Media must sign in for those dinners and will be required to pay for their meals. The sign-in sheet will be available at the tables designated for the media. Invoices will be issued by the City Clerk’s Office for participating media.

The media must sit at the designated media tables, unless invited by a Member of Council or by a member of the Civic Administration, to join them at their table.

4.4 Compliance with Policy

The Director of Communications, or their designate, and/or the City Clerk, or their designate, will address any issues of non-compliance with this policy. They may speak directly to the individual and/or their manager or supervisor to discuss any issues and remediation.

APPENDIX A4

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-125-377 being
“Community Engagement Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-125-377 being “Community Engagement Policy” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-125-377 being “Community Engagement Policy” is hereby amended by deleting Appendix ‘C(43)’ to By-law CPOL.-125-377 in its entirety and by replacing it with the attached new Schedule “A”.

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

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Community Engagement Policy

Legislative History: Enacted September 19, 2017 (By-law No. CPOL. -125-377)

Last Review Date: May 28, 2018

Service Area Lead: Manager of Engagement

1. Policy Statement

1.1. All Londoners have the right to participate in clear and transparent public engagement processes in a timely, meaningful and appropriate way. The City of London believes in inclusive community engagement processes to ensure quality communication, citizen involvement and community participation across a variety of options - inform, consult, involve, collaborate, empower. The City of London also believes that community engagement is a mutual responsibility of both the City of London and community members.

The City of London recognizes that decisions are improved by engaging citizens. The City of London is committed to meaningful engagement that is open, accessible, inclusive and responsive, and within the City's ability to finance and resource.

1.2. **Vision:**
All Londoners working together for a better future.

1.3. **Mission:**
Effectively inform, educate and engage citizens in a transparent and collaborative manner that promotes greater participation in municipal government.

2. Definitions

2.1. **City of London** - means City Council and Civic Administration.

2.2. **Community Engagement** - Community engagement is the process of meaningful two-way dialogue and participation in forming decisions that affect the community. The community engagement process is transparent, responsive, inclusive and empowering and is based on realistic expectations, mutual respect and trust.

3. Applicability

This policy applies to Council, City staff and general public.

4. The Policy

4.1. **Key Success Factors**
Council and Civic Administration have a responsibility to foster and support an environment where the following conditions for success are made possible and incorporated into all engagement efforts.

4.2. **Mutual Respect and Inclusion**
All participants will listen and respect different opinions, be flexible in how they interact and be open to considering alternatives.

4.3. **Accessibility**
Information and communications are easy to find, access and understand.

4.4. **Shared Responsibility**
Both the City and the community have responsibilities to fulfill in honouring the implementation of the Community Engagement Policy and both will endeavour to meet these responsibilities.

4.5. **Transparency**
All processes will be open, understandable, transparent and inclusive. All participants will make the best effort to reach, involve and hear from all those who are directly and indirectly affected.

4.6. **Realistic Expectations**
At each level of engagement, all participants will understand their roles, responsibilities and authority and will understand that the interest of the community may be greater than the interest of individuals.

4.7. **Responsiveness**
All participants will listen and respond to concerns in a timely manner, ensuring that outcomes and next steps are communicated.

4.8. **Community Engagement Framework:**

This policy includes a variety of options for communicating with and involving citizens.

4.9. **Inform**

Purpose of this Type of Engagement

Provide detailed information and awareness to the public.

City's Responsibility: "Our Commitment to the Public"

Keep the public informed by providing timely, accurate and accessible information.

Community's Responsibility: "Our Commitment to the City"

Be attentive to information that is available and will be informed by actively seeking out timely, accurate information.

Guideposts for Use of This Level of Engagement

- Decision has already been made
- Not looking for feedback
- City has control to make the decision and implement it

4.10. **Consult**

Purpose of this Type of Engagement

Obtain public feedback on alternatives and/or decisions in order to inform decision making.

City's Responsibility: "Our Commitment to the Public"

Listen, acknowledge concerns and seek to listen to diverse perspectives.

Community's Responsibility: "Our Commitment to the City"

Participate and share knowledge and views. Recognize that not all input may be reflected in the final decision.

Guideposts for Use of This Level of Engagement

City has control to make the decision and implement but wants some feedback before making a final decision.

4.11. **Involve**

Purpose of this Type of Engagement

Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

City's Responsibility: "Our Commitment to the Public"

Work with the public to ensure concerns, needs and aspirations are reflected in the alternatives developed and considered in the decision making process. Provide feedback on how public input influenced the decision.

Community's Responsibility: "Our Commitment to the City"

Participate in the process and share knowledge and views. Provide input and receive direct feedback regarding how input influenced the decision.

Guideposts for Use of This Level of Engagement

- The public is invited into the process, usually from the beginning, and is provided multiple if not ongoing opportunities for input as decision making progresses
- Work directly with the public and consider their input throughout the decision making process
- The City is still the decision maker and there is no expectation of building consensus or providing the public with high level influence over the decision

4.12. **Collaborate**

Purpose of this Type of Engagement

Partner with stakeholders in all steps of the process, including the development of strategies and recommendations and the identification of preferred solutions.

City's Responsibility: "Our Commitment to the Public"

Facilitate a two way conversation which is collaborative and work with the public to address concerns and incorporate advice.

Community's Responsibility: "Our Commitment to the City"

Provide advice and share knowledge. Cooperate to formulate solutions and recommendations.

Guideposts for Use of This Level of Engagement

- The City cannot make a decision and implement by itself
- Shared decision making with other partners

4.13. Empower**Purpose of this Type of Engagement**

Citizens initiate and develop projects and/or make final decisions and/or implement the decisions.

City's Responsibility: "Our Commitment to the Public"

Encourage and support citizens in identifying issues, developing priorities and implementing decisions. Support and accept citizen decisions.

Community's Responsibility: "Our Commitment to the City"

Actively participate and encourage others to do so, taking ownership and responsibility regardless of outcome.

Guideposts for Use of This Level of Engagement

- Citizens make the decision and may implement
- The City may facilitate or support implementation

4.14. Evaluation Outcomes:

The City of London is committed to ensuring that the Community Engagement Policy stays relevant and achieves its intended outcomes. The City of London will know if it has been successful in the area of community engagement if the following outcomes are achieved:

- Increased citizen participation in various municipal processes
- Increased civic pride
- Decreased barriers to participation
- Increased understanding about how City Hall works
- Neighbourhood level influence reflects city-wide benefits/interests
- Better, more informed decisions
- Increased role in some decision-making processes for citizens
- Earlier identification of citizens' issues and concerns

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APPENDIX A5

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-206-458 being
“Banners Over City Streets”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-206-458 being “Banners Over City Streets” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-206-458 being “Banners Over City Streets” is hereby amended by deleting Appendix ‘C(15)’ to By-law No. CPOL.-206-458 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Banners Over City Streets

Legislative History: Enacted September 19, 2017 (By-law No. CPOL. -206-458)

Last Review Date: May 28, 2018

Service Area Lead: Manager of Culture

1. Policy Statement

This policy provides for the placement of banners over City streets and on street light standards.

2. Definitions

Banners – a fabric display sign within the public right-of-way, which is used for decorative purposes or to advertise a public event.

3. Applicability

Banners are restricted to not for profit organizational events or other matters of municipal interest.

4. The Policy

- a) the content and location of each banner be reviewed and approved by the City Engineer;
- b) the use of street lights, type of banner and the method of installing banners be approved by the City Engineer;
- c) the party or organization wishing to install the banners provide liability insurance to the satisfaction of the City Treasurer.

APPENDIX B6

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-202-454 being “Special Assistance and Supplementary Aid”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-202-454 being “Special Assistance and Supplementary Aid” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-202-454 being “Special Assistance and Supplementary Aid” is hereby amended by deleting Appendix ‘C(11)’ to By-law No. CPOL.-202-454 in its entirety and by replacing it with the attached new Schedule “A”.

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

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Special Assistance and Supplementary Aid

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-202-454)

Last Review Date: May 28, 2018

Service Area Lead: Ontario Works Administrator

1. Policy Statement

This policy sets the parameters for the use of the Discretionary Benefits budget.

2. Definitions

Discretionary Benefits Program – The Discretionary Benefits Program is in place to provide financial resources in cases of extreme need.

3. Applicability

This policy applies to Londoners that meet established financial eligibility.

4. The Policy

That a policy be established whereby the Discretionary Benefits budgets be used only in cases of extreme need. This program is administered at the discretion of the Municipality and is cost-shared with the Federal and Provincial Governments. Within established protocols, services are provided such as Emergency Dental service, transportation assistance, funerals, moving expenses and furniture in accordance with the current budget available and any contract agreements and rates in effect.

APPENDIX A7

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-203-455 being
“Purchased Service Agreements”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL. CPOL.-203-455 being “Purchased Service Agreements” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-203-455 being “Purchased Service Agreements” is hereby amended by deleting Appendix ‘C(12)’ to By-law No. CPOL.-203-455 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Purchased Service Agreements

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-203-455)

Last Review Date: May 28, 2018

Service Area Lead: Ontario Works Administrator

1. Policy Statement

This policy establishes the authority of administration to request the submission of financial statements from Purchase of Service agencies to support any claims, including claims for an increase in rate.

2. Definitions

"Service Agreement"- means an agreement that will be entered into between the City and a vendor or service provider.

"Purchase of Service agencies" and "POS Agencies" - are terms often used to describe organizations providing services through Purchased Services Agreements with the City.

3. Applicability

This policy applies to POS Agencies.

4. The Policy

That a policy be established authorizing the administration to require that organizations providing services to the Ontario Works Division through Purchased Services Agreements submit financial statements to support any claims, including those claims for an increase in rate.

APPENDIX A8

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-38-234 being “London Community Grants Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-38-234 being “London Community Grants Policy” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-38-234 being “London Community Grants Policy” is hereby amended by deleting Appendix “C(27)” to By-law No. CPOL.-38-234 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: London Community Grants Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-38-234)

Last Review Date: May 28, 2018

Service Area Lead: Manager, Neighbourhood, Strategic Initiatives and Funding
Neighbourhood, Children and Fire Services

1. Policy Statement

Through community investment and planning, the City provides opportunities to build social and cultural infrastructure, and strengthen neighbourhoods as key strategic determinants for the health and well-being of our local communities. Through this type of upstream investment in our people, neighbourhoods and communities, it is possible to deter downstream costs and impacts such as reduced crime and violence, reduced reliance on the social safety net and a reduction in poverty. Upstream investment will also result in improved outcomes such as increased literacy rates and improved health and physical activity levels, improved quality of life, improved cultural programming, economic development and enhancement of London's desirability as a community.

Strategic Plan 2015-2019 "Strategic Areas of Focus" (herein referred to as "Strategic Priorities"):

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy

Objectives

- To ensure that an adequate administrative review of grant requests takes place;
- To provide funding amounts to community groups or organizations that are eligible and approved under the grants criteria and according to their suitability in relation to the City's goal and other submitting organizations;
- To ensure that those applying for assistance are evaluated on an equitable basis, utilizing the same evaluation criteria;
- To ensure that a system of accountability is developed and maintained between the organization requesting funds and the City of London; and,
- To review the City of London Grants Policy with each new Strategic Plan.

The City of London retains the right to share funding information received on the "grant application" form with other relevant funding bodies. The City of London also retains the right to obtain information from other funders regarding grant requests. This is for the purpose of providing additional information so that a co-ordinated approach to the funding of organizations in London might be achieved.

Interviews between the City of London staff and the Board of Directors and senior staff of organizations applying may, in some cases, be requested for the purposes of reviewing grant requests and assessing service or program needs.

2. Definitions

- 2.1. **"Not-for-profit"** refers to an organization incorporated without share capital, under Part III of the *Corporations Act* or under the *Not-for-Profit Corporations Act*.
- 2.2. **"Grant Application"** refers to the application associated with each granting program to be completed at the time of application.
- 2.3. **"Grant Agreement"** refers to the legal agreement that is signed after an application has been deemed successful under the City of London Community Grants program. The Grant Agreement defines the terms and conditions under which the City of London grant will be made and cannot be altered in any way.
- 2.4. **"Strategic Areas of Focus"** refer to the priorities of the City of London Strategic Plan. These guidelines will refer to the Strategic Areas of Focus as "strategic priorities."
- 2.5. A **"Procedural Error,"** in reference to the Appeals Process (s. 4.5), refers to a mistake that has been made as a result of not following the proper process for the allocation of grants as outlined in the City of London Community Grants Policy and/or the Council endorsed evaluation criteria for the assessment of grant applications.

3. Applicability

Applications for Municipal Grants are considered under the following categories:

3.1. Community Grants

- These are up to four year agreements with the City of London for organizations in the community pursuing one or more of the strategic priorities in alignment with the City of London Strategic Plan.

3.2. Innovation

- These grants are provided to new, emerging organizations and/or initiatives that engage in dynamic community partnerships, innovative improvements to service delivery and system collaboration, and/or generate new ideas.

3.3. Capital

- These grants are provided for projects involving construction or purchase of physical assets, including but not limited to, land, building and equipment.

4. The Policy

4.1. All agencies who meet the eligibility criteria for the grant applied for are given the opportunity of making an application for City of London grants, except those excluded by law. The City will annually contact agencies who have expressed interest, notifying them of the process. Availability of grants will be advertised.

4.2. The relevant Application is to be completed with all pertinent information and forwarded to the designated City Staff person within the time frame specified for that category. No applications will be accepted after the due date.

4.2.1 The application process includes a mandatory community information session for all interested organizations. It will be held at the beginning of the application process (see complete process as outlined in the attached flow chart for the London Community Grants program below).

4.2.2 Organizations may request an “application interview” meeting with Civic Administration (designated City Staff) prior to the application deadline date to review their application and ask questions related to the application form itself and/or the granting process.

4.3. Grant applications will be assessed by the community review panel in accordance with the program’s respective guidelines:

4.3.1 A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of municipal grants. The community review panel will be comprised of community members and City Staff as outlined below:

- Community member (2-3)
- Expert in subject matter (specific to each funding stream) (2-3)
- Funder (1)
- Outcomes measurement expert (1)
- Financial expert (1)
- City Staff (2-3)

4.3.2 Members of the community review panel will assess applications and make decisions based on the strategic areas of focus for the City of London Strategic Plan and the criteria laid out in the evaluation criteria document.

4.3.3 Role of Staff

- Staff will provide relevant contextual and historical information to support informed decision making;
- City of London staff will sit on the community review and will participate in the decision making process.

4.3.4 Selection of Committee

- Civic Administration will seek qualified London residents to be part of the community review panel based on the make-up of the panel outlined above (relevant experience) and the requirements outlined under Confidentiality and Conflict of Interest below;

- Priority will be given to community members from diverse backgrounds, and staff will aim to have a cross representation of the community on the panel.

4.3.5 Confidentiality and Conflict of Interest

- Any community member directly or indirectly connected to organizations submitting an application to receive funding from the City of London will not be a member of the community review panel;
- Community review panel members will be required to sign a confidentiality and conflict of interest agreement prior to participation in a meeting and/or allocation of funding decisions;
- Members of the community review panel will remain anonymous until all funding decisions have been made. At this time, the committee membership will be released to the public;
- Members of the panel will be strictly required to adhere to the confidentiality and conflict of interest policies in order to uphold the values of integrity and fairness throughout the granting process. Adherence includes, but is not limited to the following:
 - Maintaining the confidentiality of information received, including the applicant's information, financials, etc.
 - Disclosing any potential or perceived conflict of interest at the time of their application to the committee, as well as throughout the duration of the funding deliberations
 - Keeping their involvement with the committee confidential until the funding decisions have been publicly released.

4.4. Applicants will be notified of the funding decision in a timely manner, dependent on the grant to which they have applied.

4.5. Appeal Process:

4.5.1. All decisions related to allocation, suspension, repayment and/or termination of funding in the London Community Grants Program will be communicated in writing and are open to appeal by the applicant/recipient.

4.5.2. Applicants to the London Community Grants Program may only appeal a procedural error or present new information that, for good reason, could not be submitted at the time of application.

4.5.3. Organizations may be notified that their appeal will not proceed if there has been no procedural error and/or no new information is available.

4.5.3.1. The appeal must be received in writing no sooner than 48 hours after the funding decision is released and no later than 10 business days after having been notified of the decision.

4.5.3.2. The appeal must be signed by the Board Chair/Treasurer of the appellant organization.

4.5.3.3. The Manager of Community Development and Funding will review all appeals and determine which appeals will be referred to the City's Managing Director/Director.

4.5.3.4. Managing Directors/Directors will review applications that relate to their priority area as follows:

4.5.3.4.1. Strengthening our Community: Managing Director, Neighbourhood, Children & Fire Services

4.5.3.4.2. Building a Sustainable City: Managing Director, Planning

4.5.3.4.3. Growing our Economy: Director, Community and Economic Development

4.5.3.5. The review will include the initial funding decision, funding submissions, contribution agreements/letters of agreement, procedural guidelines, letters, emails, payment histories, community need as well as the capacity of the organization.

4.5.4. Following the 10th business day after funding decisions have been released, a meeting may be requested by the Manager of Community Development and Funding if additional information is required to determine the viability of the appellant organization's appeal.

4.5.4.1. After this meeting, viable appeals will be referred to the corresponding Managing Director/Director under which the appeal has been filed.

- 4.5.5. Organizations will be advised of the result of the appeal in writing within 30 business days of having received the appeal.
- 4.5.6. An appeal does not delay or suspend the City's disbursement of allocated funds to approved organizations.
- 4.5.7. Decisions of all appeals will be final.

4.6. The Application:

- 4.6.1. Each applicant is required to complete (where applicable) an appropriate "Grant Application Form" within the specified time frame. Late or incomplete applications will not be accepted.
- 4.6.2. Grant Applications must be accompanied by financial statements for the previous year (preferably the audited statements), budgets or forecasts as well as evidence of adequate effort to secure financial support from the public or other levels of government, if applicable.
 - 4.6.2.1. The City has the right to request additional financial information to determine the viability of an organization.
- 4.6.3. All applicants receiving funding from the Municipality in order to provide a service to the citizens shall produce on request, adequate information which may be required. This is to ensure that the service being provided is in the best interest of the people served and that the City funds are being used in an effective and efficient manner.
- 4.6.4. In most cases, only one request per organization is to be considered in a fiscal year. All programs, projects and undertakings should be consolidated in the one request.
 - 4.6.4.1. An additional application may be made in the same fiscal year to the Capital and/or Innovation grants.
- 4.6.5. All grant applications must meet all of the required criteria in order to be considered for a City grant. All grants will be assessed in terms of their alignment with the Strategic Plan; need for the project; cost/effectiveness; financial viability; contribution to the quality of life in the community; community response and apparent quality.

4.7. The Organization

- 4.7.1. Organizations must be located in London and intending to use grant funds for services to the London community.
- 4.7.2. The organization must demonstrate strong managerial responsibility, capability, program planning and organization.
- 4.7.3. Only community groups and/or organizations are eligible to be considered for funding.
- 4.7.4. Organizations applying should have an active Board of Directors that is independent of senior staff of the organization.
- 4.7.5. The organization applying for a City of London grant shall be incorporated as a not-for-profit corporation. Proof of incorporation must be submitted with the application, if not already on file with the City. Notwithstanding that proof of incorporation may be on file, the City reserves the right to require proof that such incorporation has not been revoked.
 - 4.7.5.1. An organization may submit an application to the Community Grants Program or Innovation Grants if not yet incorporated, but must be officially incorporated before any funding decision is made. The City of London cannot provide funding to an organization that is not incorporated.
- 4.7.6. All organizations applying for capital grants must be incorporated.
- 4.7.7. In general, organizations from which the City of London purchases services or with which it has contracts, will not be eligible. Priority will be given to organizations to which the City has not already contributed through other means.

4.8. The Grant

- 4.8.1. The length of the grant will be defined in the signed grant agreement.
- 4.8.2. A City of London grant should not be considered as the sole source of funding for the organization. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other

fundings and to provide information about other sources of funding, both received and applied to, to the City of London.

4.8.3. A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.

4.8.4. The City of London, through its grants process will not contribute to outstanding deficits.

4.8.5. In making grants, the City may impose such conditions as it deems fit.

4.9. Financial:

4.9.1. The organization must demonstrate strong financial responsibility and capability in carrying out its service to this community.

4.9.2. The organization must show that it has thoroughly explored all other available sources of funding.

4.9.3. The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.

4.9.4. The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.

4.9.5. The organization must indicate other City contributions that are made to the organization (purchase of service, tax exemptions, etc.).

London Community Grants Program

4.10. Purpose:

The multi-year granting streams will provide funding to programs and initiatives that advance the strategic areas of focus for the City of London Strategic Plan. Applications for the multi-year streams will be assessed on their ability to achieve outcomes that will support the Strategic Plan.

4.11. Principles of Funding:

The following are overriding principles of funding and must be addressed in each application:

- the project/program responds to a community need and aligns with at least one of the Strategic Areas of Focus from the City of London Strategic Plan;
- support for innovation and collaboration among community organizations, funders and the City;
- encouragement of diversity, equity, accessibility and environmental friendliness;
- recognition of community support for the proposed activity;
- demonstration of community outreach, neighbourhood accessibility and value to the community;
- accountability of outcomes and benefits related to the proposed activity;
- demonstrated financial viability, no deficits or loans will be considered for assistance;
- commitment to multi-year funding;
- increased accountability and commitment;
- simple, clear, fair and transparent process; and,
- strong/responsible financial management and stewardship.

The Corporation of the City of London will ensure fairness in allocation based upon the merits and type of a proposed project/program and will encourage organizations to achieve self-sufficiency.

4.12. Methods of Funding:

Community Grants align with the strategic priorities of the City of London Strategic Plan. Applications for Community Grants will be considered for their ability to advance the following strategic priorities:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy

4.13. Eligibility Criteria:

The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.

Eligibility Criteria is based on the purpose and principles as reflected above and will consider the following criteria:

- applicants must demonstrate the need for the specific project/program
- applicants will demonstrate their ability to leverage funding for their program from other funders;
- applicants are not-for-profit community groups and organizations - individuals are not eligible;
- applicants must demonstrate how their proposal complies with the purpose and principles as reflected above;
- applicants may only submit one application to the multi-year funding streams, and may indicate more than one Strategic Area of Focus in the application;
- applicants must be located within the City of London;
- applicants will support a community/neighbourhood based activity;
- each proposal must specifically identify the defined impacts and outcomes;
- organizations must be governed by a community based volunteer board of directors;
- applicants must provide a letter of confirmation from the board of directors showing board approval of the proposal;
- applicants must provide the latest financial statement, audited or approved by the board of directors; and
- applicants must provide an organizational budget and a proposed project budget.

4.14. Evaluation Criteria:

Applications for the Community Grants Program will be assessed by a Community Review Panel for each round of applications. Grants will be awarded in accordance with this policy and will be considered in relation to the evaluation criteria for the Community Grants Program. These criteria will be made public once applications for this program have been opened.

4.15. Progress Reports:

Organizations must adhere to the reporting timelines laid out in the signed Grant Agreement. Organizations will be required to submit their reports by the specified time on the Agreement or the City will reserve the right to withhold further payments and/or request repayment of previous advances related to the funded project.

Innovation Grants

4.16. Purpose:

Innovation grants will be provided to projects or organizations that can demonstrate:

- Proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained
- Creative new approaches to social innovation that engage multiple stakeholders in creative collaboration to improve system delivery, coordination, and/or generate new ideas.

4.17. The Project:

4.17.1. Organizations seeking a grant from the City must demonstrate a need for the proposed project and must indicate how the particular organization is best suited to meet this need.

4.17.2. Organizations must present an idea that is innovative and meet at least one of the purposes of the fund.

4.17.3. Organizations requesting grants will not be eligible if, in the opinion of the City of London, the project for which funds are requested is superfluous to the requirements of the Community.

4.17.4. Projects for which grant funds are requested should be available to a broad cross-section of the London Community.

4.17.5. Priority will be given to projects that make a unique contribution to or are of special significance to the City.

4.17.6. All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.

4.17.7. Preference will be given to organizations that are willing to create dynamic partnerships and share learned experiences with the community.

Capital Grants

4.18. Purpose:

Capital Grants will be considered for the following purposes:

- Purchase of Land and Buildings: Grants are made in this category only when the purchase is required for the immediate capital project.
- Construction Costs: Grants in this category will be for costs associated with new facilities or renovation costs associated with the provision of additional program/service space.

4.19. The Project:

4.19.1. Organizations seeking a grant from the City must demonstrate a need for the proposed project and must indicate how the particular organization is best suited to meet this need.

4.19.2. The organizations requesting grants will not be eligible if, in the opinion of the City of London, the project for which funds are requested is unnecessary for the requirements of the community.

4.19.3. Projects for which grant funds are requested should be available to a broad cross-section of the London community.

4.19.4. Priority will be given to projects that make a unique contribution to or are of special significance to the City.

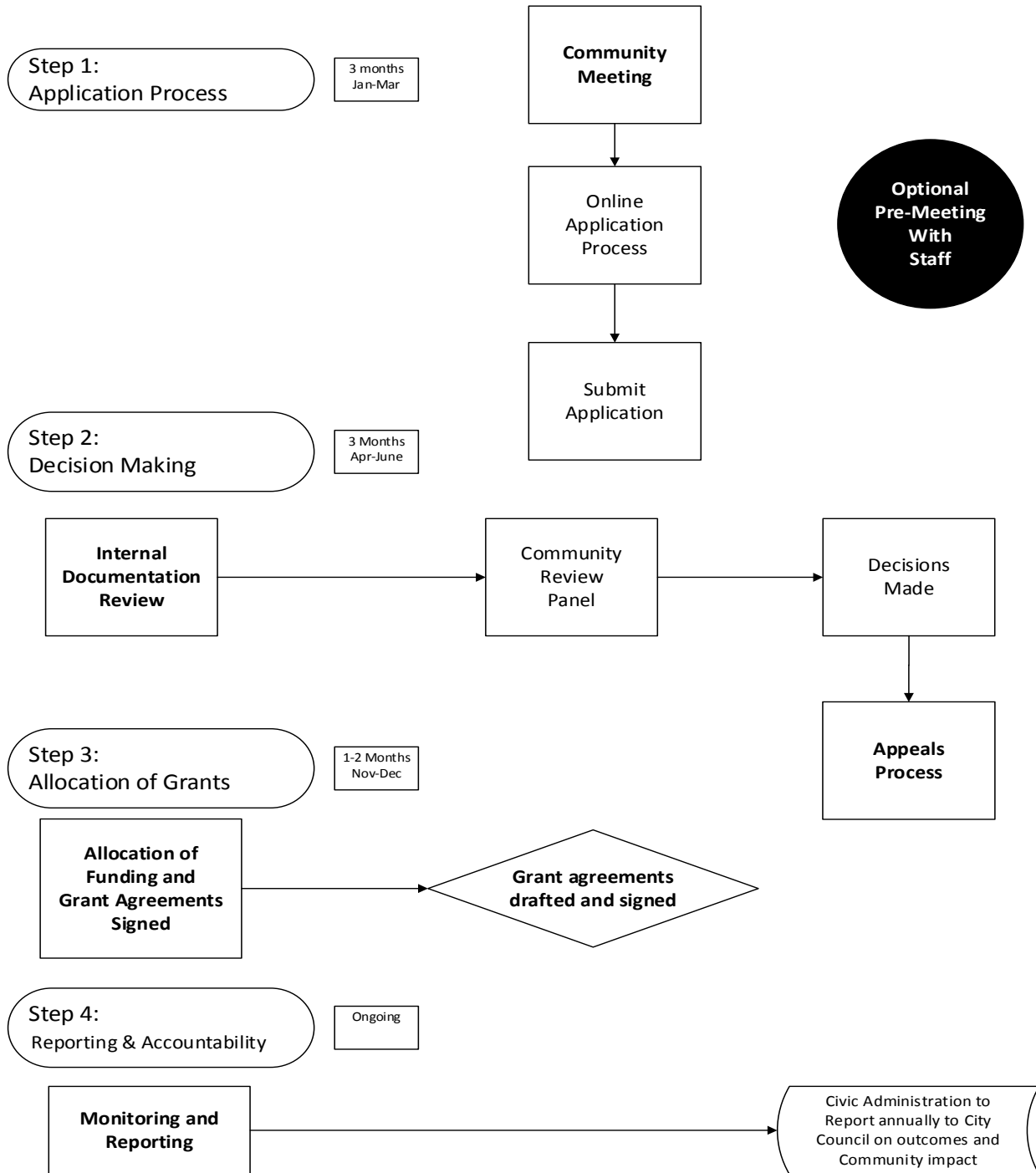
4.19.5. All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.

4.19.6. All projects must be either tendered or open to competitive bidding by two or more parties.

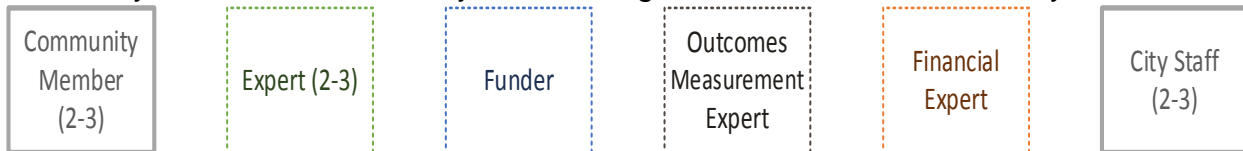
4.19.7. Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.

4.19.8. Preference will be given to organizations that demonstrate a willingness to co-operate in the sharing of their facilities with other organizations.

City of London Community Grants Program “Granting Process”



City of London Community Grants Program: Structure of Community Review Panel



APPENDIX A9

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-139-391 being “Gender Equity in Recreation Services”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-139-391 being “Gender Equity in Recreation Services” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-139-391 being “Gender Equity in Recreation Services” is hereby amended by deleting Appendix ‘C(57)’ to By-law No. CPOL.-139-391 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Gender Equity in Recreation Services

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-139-391)

Last Review Date: May 28, 2018

Service Area Lead: Manager, Neighbourhood Operations
Neighbourhood, Children and Fire Services

1. Policy Statement

This policy addresses the Corporation of the City of London's commitment to providing welcoming and equitable recreation opportunities for everyone, regardless of gender, gender expression, or gender identity.

2. Definitions

- 2.1. **Equity** - The rights of the individual to an equitable share of the goods and services in society. However, equality of treatment will not guarantee equal results. Creating equal results sometimes requires treating people differently from each other. Focusing on the results instead of the treatment is the concept of equity.
- 2.2. **Gender** - Whereas "sex" is a person's physical characteristics, "gender" is about what it means to be a man or woman in society. It is the expectations and stereotypes about behaviours, actions, and roles linked to being a "man" or "woman." Social norms related to gender can vary depending on the culture and can change over time.
- 2.3. **Gender Expression** - How a person publicly presents or expresses their gender. This can include behaviour and outward appearance, such as dress, hair, make-up, body language, and voice. A person's chosen name and pronoun are also common ways people express their gender. Others perceive a person's gender through these attributes.
- 2.4. **Gender Identity** - Each person's internal and individual experience of gender. It is a person's sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person's gender identity may be the same as or different from their birth-assigned sex. For most people, their sex and gender identity align. For some, they do not. A person may be born male but identify as a woman, or born female but identify as a man. Other people may identify outside the categories of woman/man, or may see their gender identity as fluid and moving between different genders at different times in their life.

3. Applicability

This policy applies to all City of London recreation programs, parks, facilities, and services. Accordingly, it applies to all recreation employees, volunteers, users, and individuals or businesses contracted by the Corporation to provide or support recreation programs, parks, facilities, and services.

4. The Policy

Gender equity in recreation will be provided within the community, regardless of gender identity and gender expression. Recognizing the many personal, social, economic and environmental benefits to health and quality of life that are derived by participating in physical activity and through positive leisure lifestyle development, the City of London is therefore committed to:

- i) ensuring that a full range and variety of gender equitable recreation opportunities are available in all areas of the community and are accessible in safe and welcoming environments for all Londoners, regardless of gender identity and gender expression;

- ii) working with the community to provide gender equitable recreation opportunities, projects, programs, services, staffing and facilities which are consistent with this policy; and
- iii) allocating appropriate resources to accomplish this above noted commitment.

APPENDIX A10

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-204-456 being “Child Care Policies”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-204-456 being “Child Care Policies” for reformatting into the new Council Policy template, review with the gender equity lens, and removal of administrative and redundant sections;

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

1. By-law No. CPOL.-204-456 being “Child Care Policies” is hereby amended by deleting Appendix ‘C(13)’ to By-law No. CPOL.-204-456 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Child Care Policies

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-204-456)

Last Review Date: May 28, 2018

Service Area Lead: Manager, Neighbourhood Operations
Neighbourhood, Children and Fire Services

1. Policy Statement

That child care services in our communities be accessible and available to meet the diverse needs of all our citizens. Recognizing the many personal, social, physical and economic benefits to the health and well-being and quality of life that children and families derive from participating in child care services, the City of London, as the Consolidated Municipal Service Manager for London and Middlesex County, in partnership with communities, is therefore committed to:

- a) **Equitable Access**
working to ensure that all families have access to a range of appropriate services contained within a comprehensive child care system;
- b) **High Quality Programs**
working to ensure that child care programs and services are of high quality and support children's health, safety and development;
- c) **Parental Choice**
supporting the provision of accessible, coordinated information about child care services to ensure that parents have enough information and assistance to make informed choices;
- d) **Parental or Community Involvement**
ensuring that key stakeholders, including parents and other community leaders, are involved in significant decision-making;
- e) **Partnerships**
working in partnership with community groups and other funders to ensure that local programs for children and families are coordinated, but not duplicated;
- f) **Ongoing Monitoring and Evaluation**
ensuring that the child care system is monitored and evaluated on a regular basis to work towards a system that is effective, affordable, inclusive, flexible and responsive to parent and local needs; and
- g) **Allocation of Resources**
allocating appropriate resources to accomplish these above noted commitments, within annual allocations and with regard to the municipal budget by various levels of government and anticipating fair user fees.

2. Definitions

- 2.1. Throughout this policy, "child care and early years programs and services" refers to program services that provide licensed child care (school age and licensed home care), or authorized recreational and skill building programs, or are early years programs and services.
- 2.2. Throughout this policy, the term "Administration" refers to the Managing Director, Neighbourhood, Children and Fire Services or an authorized designate.
- 2.3. Throughout this policy, "Parent" includes a person having lawful custody of a child or a person who has demonstrated a settled intention to treat a child as a child of his or her family.
- 2.4. Throughout this policy, "Child Care Advisory Committee" refers to the advisory committee that provides information, advice and recommendations to Municipal Council

through the Community and Protective Services Committee on issues affecting early learning and child care of children from 0 years up to and including 12 years of age such as, but not limited to, special needs funding, resources centre funding, wage subsidy, childcare fee subsidy and health and safety issues, such as playgrounds.

3. Applicability

This policy applies to parents as defined in this policy, child care operators, and City of London employees.

4. The Policy

That a policy be established to assist families with children (0 to 12 years) requiring financial assistance to access child care and early years programs which are part of our healthy communities. The objectives of this policy are:

- a) to provide immediate child care financial assistance for children who are considered to be at risk;
- b) to provide immediate child care financial assistance to parents leaving the social assistance system;
- c) to enable parents to obtain or maintain employment;
- d) to provide opportunities for optimal growth and development, social/emotional, socialization and speech & language through child care financial assistance;
- e) to enable parents to attend school or be involved in academic upgrading activities; and,
- f) to provide child care financial assistance for parents or child needs as identified by a therapeutic referral completed by a third party health professional working directly with the family for the duration of the referral.

SECTION A: POLICIES RELATING TO ELIGIBILITY, SPECIAL CASES, REFERRALS

Eligibility

The following aligns with Section 8 Ontario Regulations 138/15:

- 4.1. For parent(s) determined to be eligible through the financial income test:
 - (i) Immediate placement is given to children assessed by a recognized referral agency to be at a level of risk as well as children whose parent(s) leave the social assistance system.
 - (ii) Within the approved annual budget for the child care fee subsidy program, children be placed in child care programs (noting that children who qualify be provided either full or part-time child care fee subsidy depending on need) based on their order of application using their date of eligibility.
- For each of the above priorities, the number of hours approved for child care fee subsidy will be based on need (for example: working full-time would be approved for a full day fee subsidy, working part-time would be approved for a part-time fee subsidy).
- 4.2. That parent(s) eligible for subsidy based on their child(ren)'s needs or parental needs must be referred to the City by a recognized social service agency or health care professional.
 - 4.3. That the Administration be authorized to provide immediate child care subsidy to eligible parents who cease to receive Ontario Works because they have found employment or are attending post-secondary education.
 - 4.4. That the Administration be requested to use its own discretion in extending child care subsidies to siblings of children receiving subsidized child care. This care would only be provided to those siblings between the ages of 0 and 12 years of age.
 - 4.5. That all child care fee subsidy cases be reviewed, at a minimum, once every twelve months (from date of placement), or more often at the discretion of the Administration.

- 4.6. Where a family no longer meets the eligibility requirements as outlined above, the change in circumstances may affect a parents' eligibility for child care financial assistance; it being pointed out that the stability or the effect of the change on the child's and/or the family's well-being will be taken into consideration by Neighbourhood Operations before implementing any subsidy changes.
- 4.7. That parents reside within the City of London.
- 4.8. That when the budget allocation is projected to be at its maximum for the current year, no new placements shall be considered and a waiting list shall be established.

Special Cases

- 4.9. That the Administration be authorized to grant, under emergency conditions, child care financial assistance for parents to access child care and early years programs and to report such cases to the Child Care Advisory Committee on a predetermined schedule per year.

Referrals

- 4.10. That Neighbourhood Operations recognize the need to make referrals to the appropriate agencies to assist with any family matters to enhance the well-being of our clientele.

SECTION B: POLICIES RELATING TO CHILD CARE OPERATORS

General

- 4.11. That all Children's Services Funding Agreements will be contingent upon approval from the Administrator appointed by the City under the Child Care and Early Years Act or written designate.
- 4.12. That the City will provide child care services by subsidizing spaces through Children's Services Funding Agreements with licensed child care agencies and accredited recreation programs and camps.
- 4.13. That the City of London will not assume transportation costs but rather will continue to enter into agreements with child care and early years programs and services throughout the City in a variety of localized areas so that child care is available for children near their homes or their parent(s)' workplace.
- 4.14. That child care policy and/or criteria changes be sent to all operators for their information as soon after approval as possible.

APPENDIX A11

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-145-397 being “Policy for waiving or reducing fees for use of city owned community centres and recreation facilities”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-145-397 being “Policy for waiving or reducing fees for use of city owned community centres and recreation facilities” for reformatting into the new Council Policy template, review with the gender equity lens, and removal of administrative procedures;

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

1. By-law No. CPOL.-145-397 being “Policy for waiving or reducing fees for use of city owned community centres and recreation facilities” is hereby amended by deleting Appendix ‘C(63)’ to By-law No. CPOL.-145-397 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule “A”

Policy Name: Policy for waiving or reducing fees for use of city owned community centres and recreation facilities

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-145-397)

Last Review Date: May 28, 2018

Service Area Lead: Manager, Neighbourhood Operations
Neighbourhood, Children and Fire Services

1. Policy Statement

The Policy for Waiving or Reducing Fees for Use Of City-Owned Recreation and Community Centres and Recreation Facilities will assist in determining if rental fees for facility rental may be waived or reduced for an organization requesting this in connection to booking space in City community centres and recreation facilities including pools, sport fields, and arenas.

2. Definitions

Rental Fees - Refers to the fees approved by the City’s Fees and Charges by-law to cover the fee for use of a space and does not apply to other ‘extra fees’, tariffs, licences, and insurance costs that may be required by the nature of the activity.

3. Applicability

3.1 Certain community and recreation groups may be eligible to apply for a waiver or reduction of rental fees for community centre and recreation facility space if they meet all of the following conditions of eligibility of application:

- a) must be a non-profit corporation, OR
must be a newly created organization (established within 12 months of applying for the waiver or reduction of fees) which can prove they are operating on a not-for-profit basis;
- b) must be a London-based organization and at least 80% of participants/members are London residents;
- c) must provide evidence that regular rental fees constitute a real barrier or hardship;
- d) activity meets a recreation or community development priority of the City of London (physical activity, healthy eating, literacy, poverty reduction, community engagement or capacity building, activities for under-served groups);
- e) activity does not duplicate an existing program or activity;
- f) activity is open to the public, or membership in the requesting organization is open to the public;
- g) activity must not be for the purpose of generating revenue, including fundraising; and
- h) activity must comply and conform with applicable legislation, Council policies and by-laws, and is not contrary to law, including but not limited to the Ontario Human Rights Code, and the Criminal Code.
- i) The request to waive or reduce fees may be approved for up to a maximum of 15 bookings within one calendar year, or in exceptional circumstances such further bookings as approved by the Managing Director.

4. The Policy

4.1. The administration of this Policy is assigned to the Managing Director, Parks & Recreation, or their written designate (“Managing Director”), and to the Managing Director, Neighbourhood, Children and Fire Services, or their written designate

("Managing Director"). The Managing Director shall generally perform all of the administrative functions under this Policy, and without limitation may:

- a) receive and process all applications for waiving or reducing fees;
- b) issue approvals for waiving or reducing fees in accordance with the provisions of this Policy and applicable By-laws;
- c) impose terms and conditions on approvals in accordance with this Policy; and
- d) refuse to issue an approval, or revoke or suspend an approval, in accordance with this policy.

4.2. The approval of a waiver or reduction of fees, along with entering into a Facility Rental Contract, shall constitute authorization of the Managing Director for the purposes of the City of London's Parks & Recreation Area By-law.

4.3. Requests for use of space as approved under this Policy will be accommodated within un-booked capacity within regular operating hours of facilities.

Authority of the Managing Director - Waiver or Reduction of Fees

4.4. The power and authority to refuse to issue an approval to waive or reduce fees, to cancel, revoke or suspend an approval, to impose terms and conditions, including special conditions, on an approval, or to exempt any person from all or part of this Policy are delegated to the Managing Director.

4.5. Notwithstanding any other provision of this Policy, the Managing Director may impose terms and conditions on any approval any time during the term of the approval, as are necessary in the opinion of the Managing Director to give effect to this Policy.

4.6. The City of London reserves the right to refuse to enter into a Facility Rental Contract with respect to any application for a waiver or reduction of fees for an event on City of London Property.

APPENDIX A12

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-80-312 being
“Dedication of Fire Stations”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-80-312 being “Dedication of Fire Stations” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-80-312 being “Dedication of Fire Stations” is hereby amended by deleting Appendix ‘D(28)’ to By-law No. CPOL.-80-312 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Dedication of Fire Stations

Legislative History: Enacted August 22, 2017 (By-law No. CPOL.-80-312)

Last Review Date: May 28, 2018

Service Area Lead: Fire Chief, London Fire Department
Neighbourhood, Children and Fire Services

1. Policy Statement

That a policy be adopted to provide for the dedication of fire stations in recognition of London firefighters who have lost their lives in the line of duty.

2. Definitions

Not applicable.

3. Applicability

This policy applies to seven existing facilities (Station Nos. 1, 2, 4, 5, 7, 8 and 11) as well as any stations constructed in the future.

4. The Policy

That applicable fire stations be dedicated in memory of fallen firefighters who have lost their lives in the line of duty.

APPENDIX A13

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-16-212 being “Athletic Travel Grants”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-16-212 being “Athletic Travel Grants” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-16-212 being “Athletic Travel Grants” is hereby amended by deleting Appendix “C(2)” to By-law No. CPOL.-16-212 in its entirety and by replacing it with the attached new Schedule “A”.

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

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Athletic Travel Grants

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-16-212)

Last Review Date: May 28, 2018

Service Area Lead: Division Manager Parks and Recreation

1. Policy Statement

This policy provides direction on application criteria and process for applying for travel grants.

2. **Definitions:** Not applicable.

3. **Applicability:** This policy applies to London Athletes eligible under the criteria.

4. The Policy

That a policy be established whereby the City will consider giving traveling grants to local amateur sporting teams or individuals who win championships in the current year, or the immediately preceding year, or attain standards prescribed by the Provincial and/or National and/or International governing body, which qualify them to enter Provincial, National or International championship competitions in sports under the auspices of other than educational institutions, subject to the following guidelines all on the understanding that the Athletic Travel Grants Program is only a supportive grants program and not intended to wholly support an individual or team for travel expenses in quest of a championship and, in fact, it may be prudent to reject an application if it were proven that an individual or team had total financial support for their championship play:

- a) the amount to be provided for each team member or individual competitor shall be \$100.00 (providing the event is being held at a location beyond a 160.9 km (100 mile) distance from the City of London);
- b) the amount to be provided to any team shall not exceed \$500.00;
- c) subject to the \$500.00 limitation, one coach per team shall be eligible for the travel grant;
- d) in the case of individualistic sporting events, such as swimming, diving, track and field, boxing, wrestling, skating, rowing, one coach shall be eligible for the Travel Grant, to accompany the individual, or group of individuals in one sport (e.g. - two or more swimmers attending the same event - one coach; eight track and field athletes attending the same event - one coach.)
- e) applications must be filed prior to the event or where the event immediately follows the trials or qualifying events, applications must then be filed within two weeks of achieving the championship or prescribed standards;
- f) the Managing Director, Parks and Recreation is authorized to approve the payment of grants to applicants whose applications are within the above guidelines and on the recommendation of the Administrator of Recreation Services provided that sufficient funds are available in the Current Budget;
- g) the Managing Director, Parks and Recreation will report only exceptions to the appropriate Standing Committee of Council; and
- h) should the funds budgeted in any year for Athletic Travel Grants be depleted, the Managing Director, Parks and Recreation shall be authorized to refuse any further applications subject to the submission of a list of the refused applications to the appropriate Standing Committee of Council at its last meeting in November of each year.

APPENDIX A14

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-129-381 being
“Corporate Sponsorship and Advertising Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-129-381 being “Corporate Sponsorship and Advertising Policy” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-129-381 being “Corporate Sponsorship and Advertising Policy” is hereby amended by deleting Appendix ‘C(47)’ to By-law No. CPOL.-129-381 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Corporate Sponsorship and Advertising Policy

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-129-381)

Last Review Date: May 28, 2018

Service Area Lead: Manager Business Solution and Customer Service

1. Policy Statement

The purpose of this Policy is to set out Council's direction and guidelines with respect to the corporate sponsorship and advertising of City programs, services, and facilities.

Civic Administration shall make available for external use marketing documentation on the City's Corporate Sponsorship and Advertising Program.

2. Definitions

2.1. **Advertising** – The selling or leasing of advertising space on corporate materials (printed and electronic), and signage on City-owned assets and properties; whereby the advertiser is not entitled to any additional benefits beyond access to the space purchased. Advertising is a straightforward purchase of space based on pre-established base rates and a defined time period.

2.2. **Asset** – This is a physical or non-physical City-owned element, material, equipment, facility, building, or structure that has value to sponsors or advertisers in order to achieve their business objectives. Examples of assets are: playgrounds, programs, events, arenas, parks, pools, advertisement placements, services, and speaking engagements.

2.3. **City** – The term "City" refers to The Corporation of the City of London.

2.4. **Donation(s)** – A cash and/or in-kind contribution made to the City with no reciprocal commercial benefit expected or required from the City. Donations do not involve a business relationship and are distinct from sponsorship and/or advertising initiatives.

2.5. **Sponsorship** – A marketing-oriented, contracted arrangement that involves the payment of a fee or payment in-kind by a company in return for the rights to a public association with an activity, item, or property for commercial benefit. Sponsorships may be in the form of financial assistance, non-cash goods, naming rights, or a contribution of skills or resources. Examples of sponsorships are: the Lowes arena renovation at Oakridge Arena, Tim Horton skates and swims, and the Siskinds playground in Piccadilly Park.

3. Applicability

This Policy shall apply to all business relationships between The Corporation of the City of London and businesses which contribute either financially or in-kind to City programs, services, or facilities in return for recognitions, public acknowledgement, or other promotional considerations. This Policy is subject to the restrictions in the *Municipal Act, 2001* on bonusing and shall not apply to the following circumstances:

- a) Gifts, unsolicited donations or advice to the City where no business relationship is required and where no reciprocal consideration is being sought;
- b) Funding obtained from other levels of government through formal grant programs;
- c) Business partnerships between the City and its local boards and commissions;
- d) Neighbourhood groups, service clubs, non-profit community organizations, or agencies that provide continuous support and leadership to City programs, services, or facilities;
- e) Facilities that have been contracted to a third party for operation and/or management.

4. The Policy

4.1. Criteria For Sponsorships And Advertising Relationships

The following criteria must be satisfied before a sponsorship and advertising relationship is formalized between the City and a business:

- a) The relationships must be beneficial for both parties;

- b) The sponsorship or advertising must enhance the development, delivery, awareness, or continuance of one or more City programs, services, or facilities;
- c) Any costs to the City associated with the relationship must be within an approved budget;
- d) The City program, service, or facility for which sponsorship or advertising is being sought must
 - i) Not directly compete with charitable organizations or with existing private businesses in close proximity to the City program, service or facility; and
 - ii) Be consistent with City plans and priorities;
- e) All publicity, advertising, acknowledgement and recognition of the sponsorship or advertising arrangement by either the City or the sponsor must comply with all federal and provincial statutes and all municipal By-laws;
- f) The value of the proposed sponsorship or advertising is consistent with the proposed recognition or acknowledgement of the sponsorship or advertising; and
- g) The relationship must not cause a City employee or agent to receive any product, service, or assets for personal gain or use.

4.2. Sponsorship And Advertising Agreements

All sponsorship and advertising relationships shall be confirmed in the form of a written agreement between the sponsor and the City. All such agreements must clearly indicate and address:

- a) What the sponsor is contributing and what the value of the contribution represents;
- b) The obligations of both the sponsor and the City;
- c) The disposition and ownership of any assets resulting from the sponsorship or advertising;
- d) Responsibility for the maintenance, insurance, and taxes of all assets associated with or resulting from the sponsorship or advertising;
- e) The duration of the sponsorship or advertising;
- f) The licensing and use of the City's and the sponsor's name, trade and service marks, and other intellectual property, and any payment for such licensing and use; and
- g) A termination provision and the remedies available to both parties upon termination.

4.3. Sourcing Authority

Sponsorship and advertising shall be offered by the City or its agent on a first come, first served basis which meets established valuation criteria.

The City reserves the right to reject any and all unsolicited sponsorship or advertising proposals that have been offered to the City and to reject any and all proposals for sponsorship or advertising that have been openly solicited by the City.

4.4. Approval Authority

All potential sponsorship and advertising opportunities and all proposed sponsorship and advertising opportunities shall be reviewed in accordance with this Policy.

The City may enter into a sponsorship and advertising sales contractual relationship with an external contracted organization, provided all provisions of this Policy are met and provided the value of the sponsorship, or advertising (either direct funding or in-kind service, or a combination of both) is authorized by by-law or by an official, employee, or agent of the City who has been delegated authority by by-law or contract to enter into such a relationship on behalf of the City. In all cases, all necessary sponsorship and advertising agreements shall be executed on behalf of the City by the Mayor and the City Clerk where authorized by by-law or by the delegated official, employee, or agent of the City where authorized by by-law or contract.

4.5. Exceptions To This Policy

Elected Officials and Civic Administration are encouraged to advise Municipal Council of all sponsorship and advertising proposals that would contribute towards the cost of a particular program, service, or facility but do not comply with one or more provisions of this Policy. Municipal Council reserves the right to consider and accept such proposals.

4.6. Guiding Principles

The following principles will guide the decision-making and operational processes related to sponsorship and/or advertising relationships with an external party:

- 4.6.1 All sponsorship and advertising agreements must comply with federal and provincial acts, statutes and regulations, and municipal by-laws and must not interfere with existing contractual obligations of the City.
- 4.6.2 All sponsorship and advertising agreements must be consistent with the mandate, policies, and objectives of the City.
- 4.6.3 Sponsorship agreements must benefit the City, and should also benefit the community, and the sponsor or advertiser.
- 4.6.4 Sponsorships should enhance the development, delivery, awareness, or continuance of one or more City facilities, programs, services, and/or events or provide for the delivery of programs, services, or events by a third party.
- 4.6.5 The sponsorship and/or advertising opportunity should be appropriate to the identified target audience.
- 4.6.6 Advertising devices must not impact the quality and integrity of the City's assets and provide no added risk to safety. This will be determined by the City.
- 4.6.7 Agreements shall not in any way invoke future considerations, influence, or be perceived to influence the day-to-day business of the City.
- 4.6.8 The City will maintain control over the planning and delivery of all sponsorship and advertising opportunities and activities in accordance with this Policy.
- 4.6.9 Sponsorships and advertising must be valued at fair market value and be in accordance with the industry practices, using recognized valuation models and standard practices.
- 4.6.10 The term of all agreements shall not exceed ten years unless authorized by City Council.
- 4.6.11 City employees or anyone with permission to act on behalf of staff, shall not receive any product, service, or asset for personal use or gain as a result of a sponsorship or advertising agreement as per the Code of Conduct Policy.
- 4.6.12 Advertisement of a product or service does not act as the City's endorsement of any product or service.

4.7. Restrictions:

In keeping with the principle that all sponsorship and/or advertising initiatives must be consistent with the City's vision, mission, and values, the following restrictions apply:

- 4.7.1 The City reserves the right to restrict sponsorships and/or advertising to certain services and to exclude any products and industries at its discretion.
- 4.7.2 Sponsorships and/or advertising will not be accepted from any party that portrays, promotes, or condones the stereotyping of any group or discrimination as defined in the Ontario Human Rights Code or which is contrary to the Canadian Charter of Rights and Freedoms.
- 4.7.3 Sponsorship rights and/or advertisements will not be accepted if they unnecessarily promote the commercialization of public space.

4.8. Sponsorship and Advertising Agreements:

- 4.8.1 All sponsorship and advertising agreements must be confirmed in writing and all details must be finalized at the time of signing by authorized representatives of both the City and the sponsor or advertiser.

4.8.2 Sponsorship and advertising agreement templates shall be reviewed by the City Solicitor to ensure protection from risk and compliance with legislation.

4.8.3 All agreements must outline the following:

- Any contribution by the sponsor or advertiser and the value of the contribution including any donations or advertising provided without charge to the City;
- The obligations of both the sponsor and the City;
- The duration of the sponsorship;
- The dispositions and ownership of any assets resulting from the sponsorship;
- The licensing and use of the City's and sponsor's name, trade, service marks, and other intellectual property, and any costs associated with such licensing or use;
- A termination provision and the remedies available to both parties upon termination;
- Details of the exchange of marketing benefits, including both what the City will receive from the sponsor, and what benefits are to be provided to the sponsor; and
- Insurance coverage/indemnification clauses

4.9. Sponsorship And Advertising Solicitation

4.9.1. For City-identified sponsorship and advertising opportunities, the City will advertise if there is: an estimated value of over \$100,000; the agreement duration is expected to be greater than 5 years; or there is a delivery of a service.

4.9.2. The City is open to receiving unsolicited sponsorship and advertising proposals. Sponsorship and advertising opportunities and the process for submission shall be made available on the City's website.

4.9.3 Unsolicited sponsorship and advertising proposals received by the City will be evaluated by the manager of the relevant business unit, as per the provisions of this Policy.

4.9.4. The City reserves the right to reject any unsolicited proposal that has been offered to the City.

4.9.5. The City may, by agreement, reserve the right to terminate a sponsorship or advertising agreement should conditions arise that make it no longer in the best interests of the City based upon the provisions contained in the agreement.

4.10. Responsibilities:

4.10.1 Managers overseeing sponsorship and advertising are responsible for:

- General overview of all sponsorship and advertising business for their specific business area;
- Asset evaluation and pricing of sponsorships in conjunction with business units;
- Negotiating and administering sponsorship and/or advertising agreements with agents who may provide these services on the City's behalf;
- Ensuring adherence to all relevant by-laws and policies, appropriate consultation and approval processes, and where applicable, that insurance, indemnification, and necessary permits have been obtained;
- Ensuring advertising relationships abide by the restrictions noted in this Policy.

4.10.2 Managing Directors are responsible for:

- Ensuring staff consult with the appropriate Manager responsible for sponsorship and advertising prior to developing a sponsorship opportunity to determine sponsorship valuation and ensure consistency in application of this Policy;
- Concept approval of sponsorship and advertising projects before external parties are approached or agreements are made and if the agreement involves more than one business area, approval will be obtained by the Managing Directors of each business area involved;

- Review of sponsorship and advertising agreements which impact any of their business units;
- Authorization of sponsorship and advertising agreements in accordance with delegated authority; and
- Ensuring that representatives of the City entering into sponsorships and advertising agreements are aware of, and act in accordance with, this policy and administrative procedures.

4.10.3 City Council is responsible for:

- All agreements that do not comply with this policy or are for an amount in excess of \$1,000,000 require approval of Council by By-law and that the Mayor and the City Clerk shall be authorized to sign such agreements approved by Council; and
- Reviewing and/or approval of all sponsorship and advertising agreements that fall outside the delegated authority of staff, as outlined in Section 6.

4.11. Delegation of Authority:

4.11.1 Division Managers and Directors with consent in writing from their Managing Director and without prior Council approval, are authorized to approve sponsorship and advertising agreements up to \$100,000 provided they satisfy all provisions of this Policy.

4.11.2 Managing Directors with consent in writing from the City Manager and without prior Council approval are authorized to approve sponsorship and advertising agreements up to \$500,000 provided they satisfy all the provisions of this policy.

4.11.3 The City Manager is authorized to approve sponsorship and/or advertising agreements up to \$1,000,000. Notwithstanding the delegation of authority to Managers, Directors and Managing Directors under this policy, the City Manager may determine that it is appropriate to seek the authority of Council prior to a sponsorship or advertising agreement being signed.

APPENDIX A15

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-183-435 being
“Leasing Parkland”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-183-435 being “Leasing Parkland” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-183-435 being “Leasing Parkland” is hereby amended by deleting Appendix ‘C(102)’ to By-law No. CPOL.-183-435 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Leasing Parkland

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-183-435)

Last Review Date: May 28, 2018

Service Area Lead: Managing Director - Parks and Recreation

1. Policy Statement

This policy ensures parkland will be used appropriately.

2. Definitions

Not applicable.

3. Applicability

This policy applies to the leasing or permitting of parkland.

4. The Policy

That a policy be established whereby any land designated as parkland by by-law will not be leased for any purpose other than those stipulated in subsection 13(5), of the Public Parks Act, R.S.O. 1990, Chapter P.46, which reads as follows:

"Where a park has been purchased or has been acquired by the board or by the corporation of the municipality, otherwise than by gift or devise, or by dedication to the public by the owner of the land, freely, or at a nominal price or rental, the board may set apart a sufficient part thereof for athletic purposes or for the purposes of sport, exhibitions or other lawful amusements or entertainments, and may lease it for such purposes, for such times and on such terms as the board may see fit, but the powers conferred by this subsection are not exercisable with respect to any park unless the board has applied for and received the approval of the council."

APPENDIX A16

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-140-392 being
“Financial Assistance for Program Activity Fees”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-140-392 being “Financial Assistance for Program Activity Fees” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-140-392 being “Financial Assistance for Program Activity Fees” is hereby amended by deleting Appendix ‘C(58)’ to By-law No. CPOL.-140-392 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Financial Assistance for Program Activity Fees

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-140-392)

Last Review Date: May 28, 2018

Service Area Lead: Manager of Business Solutions & Customer Service

1. Policy Statement

The intent of the policy is to:

- 1.1. Ensure that a system of financial assistance, that is easy to access by low-income Londoners, exists for directly related participation costs for recreation and leisure activities and programs offered by the City of London;
- 2.2. Provide a system of financial assistance that, within budget availability, helps as many low-income Londoners as possible to participate in recreation and leisure opportunities offered by the City of London;
- 3.3. Provide a system of financial assistance that is simple to understand for all customers and is easy for staff to administer; and these goals are consistent with existing corporate strategies, including the current Parks and Recreation Strategic Master Plan; and

These goals are consistent with existing corporate strategies, including the 2003 Parks and Recreation Strategic Master Plan.

2. Definitions

Not applicable.

3. Applicability

This policy provides financial assistance with the cost of registration fees, identified program materials, supplies and equipment costs, assistive devices and related supports. All City of London, recreation and leisure programs, memberships and pass plans, and admissions offered through the *Spectrum* guide are eligible for support.

4. The Policy

Policy Conditions:

- 4.1. London residents/taxpayers who considers themselves or their families unable to pay the full registration fee can apply for financial assistance (self-declaration).
- 4.2. Financial assistance is limited to a maximum value of \$300 per individual per 12 month period.
- 4.3. Financial assistance is available for all City of London, recreation and leisure programs, memberships and pass plans offered through the *Spectrum* guide.

Policy Fee Schedule:

- 4.4. A policy fee schedule based on Statistics Canada's Low-Income Cut offs will be used by staff to determine the amount of financial assistance provided to individuals or families. This schedule will be used for all recreation and leisure programs offered by the City of London. This policy fee schedule will be adjusted as required when new financial data becomes available from Statistics Canada.

PROCEDURE

Purpose:

- 4.5. To determine the process for and amount of financial assistance that may be provided for eligible persons to participate in the City of London's recreation and leisure programs but who are unable to afford the associated program fees.

Application Process:

- 4.6. Requests to determine eligibility for financial assistance can be made in person, by telephone, fax, mail or, email. In person requests can be made at a variety of municipal locations throughout the city.
- 4.7. Documentation required to complete a request to determine eligibility for financial assistance includes:
 - a) Identification for each eligible family member;
 - b) Proof of family income; and
 - c) Proof of residency.
- 4.8. After data entry, all documentation will be kept confidential and stored in a locked file cabinet in the Recreation Customer Service area.
- 4.9. Eligible participants may register for recreation and leisure programs and activities through on-line registration, telephone or in person. Participants who are paying a percentage of the course fee must submit payment prior to receiving confirmation of space in the program.
- 4.10. All applicants are to be advised at the time of the request that an appeal process exists and of the terms of the process (see Appeal Process).

Funding Process:

- 4.11. Each year the City of London will establish a fund which will be used exclusively for the purpose of providing financial assistance to low-income Londoners who want access to recreation and leisure program activities offered by the City.
- 4.12. The amount of the fund will vary yearly as determined by the City's budgeting process.
- 4.13. The fund can be accessed prior to the start of each session on a "first-come, first-served basis" until it is exhausted. Once the fund is exhausted, applicants may have to wait until the following budget year and reapply when funding permits.
- 4.14. Demand for the fund and other indicators will be tracked and used for future forecasting of funding needs for financial assistance.

Communication Process:

- 4.15. Information about the existence of the policy and how to access it will be developed and updated as necessary for distribution to community agencies and other stakeholders that serve low-income Londoners.
- 4.16. City staff will continue to work with the community to monitor the accessibility of recreation and leisure opportunities for low income Londoners.

Appeal Process:

- 4.17. At the time of application, each customer will be notified of the ability to appeal and, where necessary, the details of the process as outlined below. Customers requesting a reconsideration of their eligibility or their rate of financial assistance are required to submit a letter or email to the Supervisor, Recreation Customer Service, indicating the following:
 - a) Full name, address, telephone number, date of initial application for financial assistance;
 - b) Reason for request for reconsideration (e.g., extraordinary expenses); and All supporting documents (e.g. receipts, medical notes, etc.).

4.18. Requests will be forwarded to the Supervisor, Recreation Customer Service, within 5 days of receipt of the appeal. All requests for reconsideration will be examined by the Supervisor, Customer Service (or designate) in consultation with the customer. Appeal decisions will be considered final.

APPENDIX A17

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-141-393 being
“Inclusion in Recreation Facilities, Parks and Services”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-141-393 being “Inclusion in Recreation Facilities, Parks and Services” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-141-393 being “Inclusion in Recreation Facilities, Parks and Services” is hereby amended by deleting Appendix ‘C(59)’ to By-law No. CPOL.-141-393 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Inclusion in Recreation Facilities, Parks and Services

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-141-393)

Last Review Date: May 28, 2018

Service Area Lead: Division Manager Parks and Recreation

1. Policy Statement

That recreation facilities, parks and services in our community be accessible and available to meet the diverse needs of all our citizens. Recognizing the many personal, social, economic, and environmental benefits to health and quality of life that are derived by participating in recreation and leisure, the City of London in consultation with the community is therefore committed to:

i) Equitable Opportunities

working to ensure that all citizens have opportunities to experience the benefits of recreation and active living through equitable access to a full range of recreation facilities, parks and services regardless of disability, age, sex (including pregnancy and breastfeeding), sexual orientation, gender identity, gender expression, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, family or marital status;

ii) Elimination of Barriers

working with the community toward the elimination of barriers to participation, including but not limited to, physical, economic, cultural, transportation, language and attitudinal barriers;

iii) Allocation of Resources

working to ensure the allocation of appropriate resources to accomplish this above noted commitment; and,

iv) Continued Monitoring and Evaluation

working to ensure the continued monitoring and evaluation of our efforts to work toward the achievement of this Policy through ongoing measurement of progress toward inclusion.

2. Definitions

Not applicable.

3. Applicability

This policy applies to all users of the City of London's recreation facilities.

4. The Policy

STRATEGIC DIRECTIONS (Not listed in order of priority)

THE CITY OF LONDON WILL, IN CONSULTATION WITH THE LONDON COMMUNITY (including the involvement of people with disabilities):

- i) develop an Implementation Plan for this Policy which will include mechanisms for public input and suggestions for improvement, monitoring, evaluation and reporting (e.g. an annual statement of progress to City Council);
- ii) promote an accepting and welcoming environment for people with disabilities through public education designed to raise awareness and eliminate attitudinal barriers in the public and private sectors;
- iii) promote the continuous improvement of information sharing which will include a variety of methods to inform people with disabilities about recreational opportunities and supports;

- iv) work toward ensuring choice by providing a full range of accessible and affordable recreation programs and supports across the city;
- v) work toward ensuring that the hiring, training and education of program staff and volunteers meets the needs and protects the safety of participants;
- vi) ensure physical accessibility through barrier free design for new and modified recreational facilities, and parks for all residents; and,
- vii) work toward the elimination of transportation barriers which prohibit participation in recreation programs.

APPENDIX A18

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-142-394 being “Special Events Policies and Procedures Manual”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-142-394 being “Special Events Policies and Procedures Manual” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-142-394 being “Special Events Policies and Procedures Manual” is hereby amended by deleting Appendix ‘C(60)’ to By-law No. CPOL.-142-394 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Special Events Policies and Procedures Manual

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-142-394)

Last Review Date: May 28, 2018

Service Area Lead: Manager, Special Events Parks and Recreation

1. Policy Statement

Purpose

- 1.1. Background - Each year The Corporation of the City of London receives many requests from individuals and groups to operate Special Events on City of London property
- 1.2. Support Statement - The Corporation of the City of London recognizes Special Events as an important part of London's quality of life and as providers of affordable entertainment to its citizens. It is also recognized that Special Events enhance tourism, culture, recreation and education as well as providing an economic benefit to businesses in the City of London.
- 1.3. Special Events Policies are designed to help the Special Event Operator effectively use the requirements that are in place to plan and execute a successful Special Event.

Successful events do not just happen; they are a result of:

- Responsible leadership;
- Careful planning;
- Good organization;
- Provisions against the unexpected; and,
- Methodical 'follow through' and evaluation.

- 1.4. Purpose - The purpose of the Special Events Policies is to incorporate into one document the Council. Approved policies for operating Special Events on City of London property, streets and roadways.

The Policies may also be used at the discretion of the Managing Director, applied to other non-Special Events that occur on City property.

- 1.5. In addition to the Special Events Council Policies, the Special Event Operator shall comply with all of the applicable requirements contained in the current Special Events Administrative Procedures Manual ("Administrative Procedures"), which can be found on the City of London website at <http://www.london.ca/city-hall/special-event-planning/Pages/default.aspx>. The Special Event Operator shall ensure the required certificates/documents are available for review by the City, and/or appropriate agency, when requested. If the Special Event Operator fails to comply with this requirement, they may be subject to appropriate action as determined by the Managing Director, including terminating the Facility Rental Contract to use City property.

City of London Mission

- 1.6. At the City of London, our mission is to be "At Your Service-a respected and inspired public service partner, building a better city for all."

These results are identified in Council's Strategic Plan:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy
- Leading in Public Service

Source (Strategic Plan for the City of London 2015 – 2019)

Goals & Objectives

- 1.7. Goals - The primary goal for the Special Events Council Policies and the Administrative Procedures is to create an “event friendly” atmosphere for the delivery of events in the City of London.
- 1.8. Objectives - The specific objectives are as follows:
- a) Ensure all City interests are met to protect public assets and citizens of London;
 - b) Ensure that all Federal and Provincial laws and regulations and Municipal by-laws are observed;
 - c) To work closely with Tourism London in promoting London as the premiere place to hold Special Events;
 - d) Provide logistical assistance to Special Events operation on City of London property, streets and roadways;
 - e) Ensure that Special Event applications are treated fairly and in an equitable manner;
 - f) To establish contracts for the use of City of London property, streets and roadways, between the Special Event Operator and The Corporation of the City of London;
 - g) To seek advice through the Special Events Co-ordinating Committee on Special Events applications, as required, and conduct an annual review of the Special Events Policies.

2. Definitions

- 2.1. **Amplified Sound** - is any sound created by any electronic device or group of connected electronic devices incorporating one or more loudspeakers or other electro-mechanical transducers intended for the production, reproduction or amplification of sound, including but not limited to a radio, television, amplifier, loud speaker, public address system, sound equipment.
- 2.2. **Crescendo** - means a passage gradually increasing in loudness or intensity
- 2.3. **Non-amplified Sound** - for purposes of this policy, when a Special Event or bandshell booking does not use sound equipment, other than a public address system to increase the volume of natural sound levels.
- 2.4. **Performance** - means an act or successive acts having a break of less than one hour between the acts, per stage. For greater clarity, this means there could be several performances per day (examples: multiple stages happening at one time in the park, and/or a break longer than an hour in duration at a specific stage).
- 2.5. **Special Event** - a one-time, annual, or infrequently occurring event on City of London property that is reserved for exclusive use, which raises the City’s profile, supports its arts and culture agenda, and adds economic benefit to the City from a tourism perspective.

No Special Event may occur unless the City approves of the Special Event, and the Special Event Operator enters into a Facility Rental Contract for the use of the City facility.

The Special Event Operator must also comply with applicable legislation, including municipal By-laws (including the Zoning By-law, the Parks & Recreation Area By-law, and the Streets By-law). The City may require the applicant to comply with any or all of the sections in this Policy.

Special Events can include:

- 2.5.1. **Bandshell Rental** - Event Bandshell bookings (Harris Park, Springbank Gardens and Victoria Park) may be made for a variety of reasons that are for the enjoyment of the general public or a specific audience.
- 2.5.2. **March, Parade or Walk** - A one-off or recurring sporting, cultural or other type of march, parade, walk or run that does not utilize the City of London's properties as the start or finish of the event.
- 2.5.3. **Neighbourhood Park Event** - Information on how to book a Neighbourhood Park Event can be found at <http://www.london.ca/residents/neighbourhoods/Pages/Neighbourhood-Event-Booking.aspx>
- 2.5.4. **Neighbourhood Street Closure Event** - A Neighbourhood Street Closure Event, where members of a single street(s) congregate, either to observe an event of some importance or simply for mutual enjoyment. Members of the general public are not invited to attend.

These events will not be permitted during the annual week-long Western Fair, annual orientation events and campus life events that are held at the University of Western Ontario, affiliated colleges and on campus at Fanshawe College, during the duration of Home Coming Activities or on Saint Patrick's Day.

- 2.5.5. **Signature Event** - A one-off sporting, cultural or other type of event that impacts the municipality or region and attracts a large number of international and domestic visitors and participants with a high global media profile with a substantial economic and business benefit for the host destination (Examples: World Figure Skating Championship, Sesquifest)

3. Applicability

Powers of the Managing Director

- 3.1. Administration – The administration of this Policy is assigned to the Managing Director, Parks & Recreation, or their written designate ("Managing Director").** The Managing Director shall generally perform all of the administrative functions under this By-law, and without limitation may:
 - a) receive and process all applications for Special Events ;
 - b) issue approvals for Special Events in accordance with the provisions of this Policy and applicable By-laws;
 - c) impose terms and conditions on approvals in accordance with this Policy;
 - d) refuse to issue an approval, or revoke or suspend an approval, in accordance with this Policy.

**The Managing Director has designated the Manager of Special Events for the purpose of administering this Council Policy.

- 3.2. The approval of a Special Event along with entering into a Facility Rental Contract shall constitute authorization of the Managing Director for the purposes of the City of London's Parks & Recreation Area By-law.
- 3.3. The power and authority to refuse to issue an approval, to cancel, revoke or suspend an approval, to impose terms and conditions, including special conditions, on an approval, or to exempt any person from all or part of this Policy are delegated to the Managing Director.
- 3.4. The Managing Director may refuse to issue an approval, or may revoke or suspend an approval, or impose a term or condition on an approval, on any one or more of the following grounds:
 - a) the event endorses views and ideas that are likely to promote discrimination, contempt or hatred for any person or group on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, or disability,

- b) there is another event booked at the venue;
- c) the event conflicts with the City's core values, vision or strategic goals or adversely impacts on the City's identity;
- d) in the Managing Director's opinion, event participants and patrons have not been or will not be adequately safeguarded;
- e) in the Managing Director's opinion, the security and protection of all venues have not been or will not be adequately safeguarded;
- f) in the Managing Director's opinion, activities which are contrary to City policies or by-laws, or provincial or federal laws will be conducted or promoted;
- g) all regulatory approvals have not been obtained (i.e. alcohol, lottery licence, etc.);
- h) the application was not submitted in a timely manner, as determined by the Managing Director (with the minimum submission deadline being at least two weeks prior to the event);
- i) the applicant or Special Event Operator does not have or will not provide evidence of required insurance;
- j) the applicant or Special Event Operator does not have or will not provide evidence of any required liquor licence;
- k) the applicant or Special Event Operator will not provide documentation or information as may be required in any other part of this Policy, or by the Manager of Special Events (including but not limited to event financial statements);
- l) the conduct of the applicant, or any partner, officer, director, employee or agent of the applicant, affords reasonable cause to believe that the applicant will not carry on his or her business in accordance with the law or with honesty or integrity;
- m) the applicant is carrying on activities that are contrary to the Special Events Policies, Special Events Administrative Procedures Manual or are in contravention of the Zoning By-law, Parks & Recreation Area By-law, "Streets By-law, ""Boulevard Tree Protection By-law", or any other applicable law;
- n) the applicant is carrying on activities that are contrary to the Special Events Policies, Special Events Administrative Procedures Manual or are in contravention of the Zoning By-law, Parks & Recreation Area By-law, Streets By-law, or any other applicable law;
- o) there are reasonable grounds to believe that an application or other documents provided to the Managing Director by or on behalf of the applicant contains a false statement;
- p) any information contained in the original application form, or any other information provided to the Managing Director, has ceased to be accurate and the Special Event Operator has not provided up-to-date accurate information to the Managing Director to allow the Managing Director to conclude that the approval should continue;
- q) an applicant or Special Event Operator does not meet, at any time, one or more of the requirements of the Special Events Policies, Special Events Administrative Procedures Manual, applicable By-law, or any conditions imposed on the approval;
- r) the applicant or Special Event Operator is not in compliance with a federal or provincial law, or City By-law;

- s) the applicant, Special Event Operator, or any partner, officer or director has been convicted of an offence, for which a pardon has not been granted, pursuant to any one or more of Parts V (Sexual Offences), VII (Offences Against Persons) or IX (Offences Against Property) of the Criminal Code of Canada, R.S.C. 1985, c. C-46, as amended, or any other criminal convictions in the preceding five (5) years;
 - t) the applicant or Special Event Operator has been convicted of any other criminal offence for which, in the opinion of the Managing Director, it would not be in the interest of public safety to issue an approval.
- 3.5. Notwithstanding any other provision of this Policy, the Managing Director may impose terms and conditions on any approval any time during the term of the approval, including special conditions, as are necessary in the opinion of the Managing Director to give effect to this Policy.
- 3.6. The City of London reserves the right to refuse to enter into a Facility Rental Contract with respect to any application for an event on the City of London property.

4. The Policy

General Policies

- 4.1. All legislation, by-laws and regulations must be adhered to by the Special Event Operator.
- 4.2. The Special Event Operator is required to adhere to all Special Events policies. In the interest of public safety, a zero tolerance policy is enforced for all Special Events. This means failure to comply with standards will result in ticketing and/or closure of event, including termination of the Facility Rental Contract.
- 4.3. The Special Event Operator is required to provide evidence of all necessary licenses/permits required to operate the event.
- 4.4. Major Special Events will be allocated a maximum of 40 combined support hours per event for electrical hook ups. The Special Event Operator will be billed for each hour of work thereafter at the appropriate rate. This policy does not apply to the Budweiser Gardens venue.
- 4.5. Solicitation of funds during Special Events is prohibited without written permission from the Parks & Recreation Department. Permission to collect donations may be granted for not-for-profit agencies, charities or events provided that evidence can be demonstrated that donations will be solicited on an unobtrusive, strictly voluntary basis.
- 4.6.
 - a) If an event operates successfully and in compliance with the requirements of this Policy, the Special Event will be given priority consideration to reserve the use of the City of London property, streets, roadways, showmobile for the same date(s) and/or weekend the following year (however if there are extenuating circumstances, the City may be unable to provide such priority consideration).
 - b) Occasionally an event is operated in proximity to a specific weekend or holiday. The City will attempt to honour these dates as a priority each year (for example an event that is held the weekend following Canada Day will have priority for that weekend the following year but the City does not guarantee the availability of any requested dates for subsequent years).
 - c) The City of London does not accept tentative bookings or hold facilities and any request must include a specific date and time frame to a maximum of three.
- 4.7.

- a) In the event a Special Event is sold or discontinued and a new Special Event Operator wants to purchase or revive the event, the property and date(s) are not automatically transferred to the new Special Event Operator. The new Special Event Operator must make a new application for the event. The City does not guarantee the availability of any requested dates for subsequent years.

The Special Events review process will take into consideration the new Special Event Operator's request to continue on the same date and location.

- b) In the event a Special Event is discontinued and the existing Special Event Operator wishes to operate a new event, the Operator must make a new application to the City for the proposed new event. The property and date(s) are not automatically transferred to the existing Operator. The Special Events Coordinating Committee will take into consideration the existing Special Event Operator's request to continue on the same date and location with a new Special Event; however, it will be treated as a new application.

4.8. Hot air balloons will not be allowed to launch from any City of London property adjacent to the City of London property used during a Special Event without the permission of the City of London and the Special Event Operator.

4.9. When having inflatables at a Special Event: The Operator must show copies/proof of the insurance and licenses (item a, b, c, d) from the inflatable provider to the City 7 days prior to their event.

- a) Evidence of \$5 million dollars in general liability insurance, including bodily injury and property damage. The coverage contains no exclusionary clauses with respect to the use of the device(s) at the rental event and is valid throughout the date of the event.
- b) Copy of Ontario Amusement Device License which is valid throughout the date of the event.
- c) Copy of Ontario Amusement Device Permit (one permit per device) which is valid throughout the date of the event.
- d) Copy of Ontario Amusement Devices Mechanic Certificate, with an ADM-I Certification, issued under the Technical Standards and Safety Act, which is valid throughout the date of the event.
- e) Inflatable amusement devices will be installed by the Provider by a licensed mechanic or by a mechanic-in-training under the supervision of the licensed mechanic.
- f) Supervision of inflatable amusement devices will be provided on site for each device operated, from set up until tear down by trained attendants provided by the Provider of the device.
- g) All employees of the Provider are insured under Workplace Safety and Insurance board coverage.
- h) It is understood and agreed the Facility or Park Supervisor has the right to shut down the inflatable device or the rental if compliance of any of the above conditions is not evident during the rental period.

4.10. The Special Event Operator is required to submit an Emergency Plan at least 10 days prior to their event. The emergency plan should identify potential risks and provide information on how the Operator will respond to those risks (e.g. severe weather and notification system and evacuation plan).

4.11. Special Events that feature performances on a bandshell or main stage should provide access and provide a designated wheelchair accessible area for viewing by patrons with a disability. (Special Events Administrative Procedures Manual - How to Plan Accessible Outdoor Events).

4.12. In order to mitigate the potential for aggressive behavioural issues that might arise at Special Events booked through the City of London, the London Police Service in conjunction with the Special Event Operator and the Managing Director may develop security strategies appropriate for the event. The Managing Director may require the Special Event Operator to hire paid duty uniformed police officers and/or licensed security personnel in numbers reflecting the risk level established in the event evaluation or as determined by the Managing Director.

- 4.13. Groups who intend to gather at the Cenotaph for a purpose and decorum consistent with the symbolism of the Cenotaph, and Council Policy, must notify the City of London, City Clerk's Office, by letter, no later than two weeks in advance of the Special Event.
- 4.14. No person shall carry on retail sales within the vicinity of the Cenotaph, more particularly described as the portion of the northerly half of the road allowance for Dufferin Avenue lying 30 meter west of the centre line of the road allowance for Wellington Street and that portion of the westerly half of the road allowance for Wellington Street lying 30 meters north of the centre line of the road allowance for Dufferin Avenue. (City of London Bylaw S-1).
- 4.15. In order to reduce the environmental impacts of balloon releases into the atmosphere: the release of mylar balloons at permitted events hosted on City properties (parklands, parking lots, streets) is not permitted. The release of latex balloons only if they have biodegradable attachments or closures is permitted.

City of London Restrictions on Use of Certain Parks

- 4.16. Only Neighbourhood Association/Community Associations will be permitted to use Neighbourhood Parks (as defined in the City's Planning Division, Parks Planning List of Park Class) for Special Events.
- 4.17. McKillop Park: Events in McKillop Park associated with the Cancer Survivor Garden, must obtain written approval from the London Home Builders Association. Such events must be open to the public, must allow for entry and access without cost, and must be approved by the Managing Director. The individual, group or association must enter into the Facility Rental Contract for such events and will be required to provide the required insurance coverage and fees for those events.
- 4.18. Queens Park: Only the Western Fair Association can rent Queens Park.

Any additional amenities, garbage bins, picnic tables required for the site will be requested by the Western Fair on behalf of the event and charged to the Special Event Operator. Any additional permitting, SOP's, exemptions, tent permits, etc., would still be the responsibility of the Operator.

The Western Fair will provide the City of London a courtesy communication to keep them informed on what is occurring.

- 4.19. Peace Garden: Rental of the Peace Garden will be limited to events associated with Tolpuddle, and/or the First Nations Community.

Policies for the Use of Victoria Park

In order to minimize site impacts in Victoria Park due to Special Events, the following policies are adopted and must be implemented by the Special Event Operator:

- 4.20. Victoria Park will be limited to nine major Special Events with produced amplified concerts per year between June 1st and Labour Day in September.
- 4.21. An Event Site Plan will be developed in conjunction with each Special Event Operator to develop plans that optimize concession placement and minimize site impacts associated with tree and turf health.
- 4.22. Alcoholic beverages may be allowed in Victoria Park under the following conditions:
 - a) The Special Event Operator will work with staff to identify preapproved locations for the beer garden(s) in the park.
 - b) The Operator will work with City staff to incorporate an unobstructed unlicensed viewing area representing a minimum of 25% of the unobstructed viewing area for all ages, including accessible viewing and emergency response.
 - c) Any beer garden inside the park must be all ages unless a restriction has been

placed on the permit by the Registrar of Alcohol and Gaming.

- d) There is a limit of a total of 1,440 m2 of licensed area inside the park, how the square meters is divided up is at the discretion of the Operator in consultation with the City.
- e) The Operator must apply for a liquor license and comply with all the Alcohol and Gaming Commission regulations.
- f) Compliance with the City of London's Alcohol Policy
- g) Having a beer tent in the park does not preclude the Special Event Operator from having one on the road.
- h) All orders for liquor must be served before 10:45 pm (11:45 pm for New Year's Eve). All liquor must be cleared by 11:30 pm (12:30 am for New Year's Eve). This includes the clearing of all glasses and bottles off the tables.

4.23. In order for the park to rejuvenate, the City of London will strive to allow 10 days between each major event in Victoria Park.

4.24. Parking of cars, trucks, food stock trailers, or sleeping quarters are not allowed in Victoria Park.

4.25. All vehicular traffic must cease within Victoria Park one hour before start of any part of the event. (E.g. sale by vendors, opening of exhibits, etc.) Any vehicles in Victoria Park without permission/permit from the Manager of Special Events or designate will be towed from Victoria Park at the owners risk and expense. The Special Event Operator will be subject to a \$50 per vehicle administration fee for each vehicle towed or vehicles left parked in the park at the start of an event, and owners or drivers of the vehicles may be subject to a ticket from Parking Enforcement.

4.26. No mechanical or electrical rides will be permitted on the grass; ONLY inflatables or games may be permitted.

Vehicle and trailers associated with amusement devices/inflatables will not be permitted inside the park (must be parked on the road or in parking lot).

Policies for the Use of Springbank and Harris Park

4.27. Springbank Park:

- a) No events may be staged in Springbank Park from June 1st to Labour Day. Springbank Park may not be used as the start/finish of a walk/run/wheel/roll-a-thon route from June 1st to Labour Day, however it may still be used as part of the walk/run/wheel/roll-a-thon route during this time.
- b) Will be limited to five non-amplified concerts per year (not more than two hours in length) and they will not occur on consecutive weekends. Non-amplified Sound: for purposes of this policy, when a Special Event or bandshell booking does not use sound equipment, other than a public address system to increase the volume of natural sound levels.
- c) No amplified concerts are allowed in Springbank Park (with the exception of Storybook Gardens).
- d) Non-amplified sound for a Special Event will not start before 9 a.m.
- e) Alcoholic beverages are not allowed in the park for any event.

4.28. Springbank Gardens Site:

- a) All events with sound and/or pre-recorded sound will not exceed a sound decibel pressure 70 decibels beyond 30m (100 feet) from the stage. The decibel level within the 30m zone, shall be at the discretion of the Special Event Operator,

however sound equipment and speaker placement should be designed such that the 70 decibel level is not exceeded at the 30m (100 feet) limit.

- b) Sound and pre-recorded sound shall not start before 9:00 a.m. and shall end by 11:00 p.m.
- c) The Corporation of the City of London staff will monitor and document the decibel levels with a decibel sound meter once every ½ hour during the event. Non-compliance could result in cancellation of future events held by that Special Event Operator.

4.29. Harris Park:

- a) Will be limited to 5 major Special Events (4 consecutive days in length) totaling no more than 12 days combined of amplified concerts per year. (Example: 24 hour relay, event #1, 1 concert day; Canada Day, event #2, 3 concert days; Rock the Park event #3, 3 concert days with 5 days remaining).
- b) Harris Park may be used for a gated event only under the criteria as set out in Section 12 of this Policy.
- c) The Type of Use of the Harris Park Pavilion must be approved prior to the event by the Manager of Special Events.

Insurance, Indemnity & Financial Security

4.30.

- a) The Special Event Operator must maintain public liability insurance of no less than \$5,000,000. Evidence of this insurance is only acceptable on The Corporation of the City of London Certificate of Insurance form. Evidence of insurance must be provided to the Special Events Manager or designate no less than 10 days prior to the event. The Special Event Operator shall indemnify and hold The Corporation of the City of London, the London Police Services Board and the Middlesex-London Health Unit harmless from and against all liability, loss, claims, demands, costs and expenses, including reasonable legal fees, occasioned wholly or in part by any negligence or acts or omissions by the above-named, their officers, agents, employees, volunteers or others for whom they are responsible at law, arising out of any cause whatsoever, either direct or indirect, through its use and/or operation on City property in connection with the Special Event.

An amount between \$5 million and \$2 million may be permitted at the sole discretion of the Special Events Manager or designate in consultation with the Manager of Risk Management.

The Corporation of the City of London reserves the right solely at its discretion to set higher insurance limits. This may be required depending on the type of activity planned during the event (e.g. Fireworks displays, amusement rides, sale of alcoholic beverages).

- b) The Special Event Operator may be required to post a security bond 60 days prior to the event. The amount of the security bond will reflect the size and scope of the event and/or the performance of the Special Event Operator in making timely payments in past events.
- c) Any Special Event Operator using the City of London property may be required to submit an audited event statement.

Sound Policy

4.31. The sound for Special Events will be limited to the hours of 9:00 a.m. to 11:00 p.m. allowing for a fifteen minute grace period to end at 11:15 p.m.

Exemption:

- a) *New Year's Eve Event will be limited to the hours of 9:00 a.m. – 12:00 midnight*

- b) *New Year's Eve Event in Victoria Park is exempt from subsections 11.1(a), and 11.2 of the Special Events Policies with respect to posting security for noise violations and with respect to exceeding decibel levels*
- c) *Announcements for the gathering of participants, on your mark, get set go and the singing of the national anthem at sporting events (note sound level not to exceed 90 db between 8:00 am –9:00 am). All other sound (i.e.: music could not begin until 9:00 am)*

4.32.

- a) All Operators of Special Events having sound will be required to post \$500 security (cash or letter of credit). If there are no noise violations during the Special Event, the security will be returned. However, if there are noise violations during the Special Event (as determined solely by the City), the security will be forfeited.
- b) If sound arising from a Special Event does not comply with the Special Events Policy, the provisions of the City of London's Sound By-law apply, and any person failing to comply with the Sound By-law shall be subject to By-law prosecution.

4.33. All concerts shall not exceed a sound pressure 90 decibels beyond 30m (100 feet) from the front edge of the stage, with the allowance for a maximum of 5 crescendos, per performance. The decibel level within the 30m zone, shall be at the discretion of the Special Event Operator, however sound equipment and speaker placement should be designed such that the 90 decibel is not exceeded at the 30m limit, with the allowance for a maximum of 5 crescendos, per performance.

4.34. The Corporation of the City of London staff may monitor and document the decibel levels with a decibel sound meter at least once every ½ hour during the concert. Non-compliance could result in cancellation of future events held by that Special Event Operator and forfeiture of the security (cash or letter of credit).

4.35. Labatt Park: Will not be used for amplified concerts.

4.36. Harris Park:

- a) Will be limited to 5 major Special Events (4 consecutive days in length) totalling no more than 12 days combined of amplified concerts per year.
- b) To limit sound carrying along the river, staging of all amplified concerts will be directed to set-up at the north end of the park with staging facing to the south.
- c) No sound from the Special Event shall project straight out over the crowd and park property. Special Events staff reserves the right to order adjustments to speakers.

4.37. Victoria Park:

- a) Will be limited to nine Special Events with produced amplified concerts between June 1st and Labour Day in September.

4.38. Springbank Park:

- a) Will be limited to five non-amplified concerts per year (not more than two hours in length) and they will not occur on consecutive weekends.
- b) Non-amplified sound for a Special Event shall not start before 9:00 a.m.
- c) No amplified concerts will be allowed in Springbank Park (with the exception of Storybook Gardens).
See section 10.2 for sound provisions for Springbank Gardens.

4.39. At the Managing Director's discretion, the Special Event Operator may be required to do a mail-out to surrounding neighbours. The mail-out would include the following information:

- a) a contact name and telephone number that the public can reach during each event so that the Operators can immediately address any neighbourhood concerns;
- b) a synopsis of the history, purpose and not-for-profit/charitable and economic benefits of the event.

4.40. The Manager of Special Events, or written delegate, is authorized to extend the hours of amplified sound for Special Events beyond 11:00 p.m., to a maximum extension of 45 minutes, if one or more of the following has caused a delay to the start of the performances:

- a) a rain delay occurs on the day of the Special Event;
- b) a power failure delay occurs on the day of the Special Event;
- c) other uncontrollable circumstances (evaluated on a case by case basis) occur on the day of the Special Event

Any extension granted shall not go beyond 45 minutes, on any single night, or cumulative throughout a single festival.

Admission Policy

4.41. Admission charges are permitted for the following:

- a) Amusement rides and carnival games;
- b) One entertainment tent no larger than 60 ft. x 100 ft. (20m x 30m) when in conjunction with a major Special Event involving a registered local charity/not for profit organization.

4.42. An admission or gate fee may be charged for a Special Event at Harris Park only under the following criteria:

- a) An admission/gate fee will only be considered for local registered charities or not-for-profit groups or organizations;
- b) A business plan may be required to be submitted demonstrating why admission/gate fee charge is required to support their event;
- c) A financial report must be submitted to The Corporation of the City of London, Special Events Manager, within 60 days after the event;
- d) Any event that is permitted to charge an admission/gate fee will not receive any direct financial assistance from The Corporation of the City of London;
- e) The Special Event Operator must maintain free access at all times to a portion of the park used for events;
- f) The Special Event Operator must maintain, at all times during the event, unrestricted and unimpeded public access to all public pathways and bike paths that runs through the City of London parks;
- g) The Special Event Operator must ensure that some components of the event are open to the public free of charges at all times during the event and that these free components reflect the nature of the event and site consideration, all to the satisfaction of the Managing Director of Parks & Recreation.

4.43. Sale of tickets to a Special Event or concert held on the City of London properties must be through a bonded ticket agent (e.g. Centennial Hall Box Office, TicketMaster, and Children's Festival Box Office).

Policy for Street Closure and Bagging of Meters

4.44. Applicants requesting a temporary street (meaning any part of the municipal road allowance) closure, for any Special Event, must complete the "Request for Temporary Street Closure" form. The City of London Road Closure form can be found on the City of

London website at: <http://www.london.ca/city-hall/special-event-planning/Pages/Special-Events---Cover-Sheet.aspx>

- 4.45.
- a) The Parks & Recreation Service Area, Manager of Special Events, is the principal contact to be used by the applicant for a Special Event Temporary Street Closure. They will initiate the process to approve a Temporary Street Closure via the Environmental Programs and Customer Relations Division, City Hall.
 - b) The City Engineer may temporarily close to vehicular traffic any street or portion of a street for a period of not more than 7 consecutive days for social, recreation, community, athletic, or cinematographic purposes, or combination of such purposes (by-law S.7.1.1) and can only be done by the City Engineer or designate.
 - c) Where a street or portion of a street has been temporarily closed under the Streets By-law the common law right of passage by the public over the street and the common law right of access to the street by an owner of land abutting the street are restricted, as determined by the City Engineer Streets By-law S.7.1.2.
- 4.46. To request a temporary street closure, the applicant will be asked to submit a petition signed and approved by:
- a) 66% of the residents, and/or by 66% of the business owners, and/or by 66% of the property owners on the street(s) or blocks(s) proposed to be closed; and/or
 - b) 66% of the residents, and/or by 66% of the business owners, and/or by 66% or the property owners located in adjacent blocks that may be affected by the temporary street closure.

The decision whether the residents, business owners or property owners are to be petitioned for the road closure and whether the petition is considered successful will lay solely with the Manager of Customer Relations and Compliance with input from the Manager of Special Events . In the event that the road closure spans more than one block, each block must be petitioned separately unless otherwise approved by the Manager, Zoning and Public Property Compliance.

- 4.47. The applicant will be required to submit a site plan, prepared to scale, showing the road closure. The site plan will indicate the required 6 metre (20 feet) accessible lane for the Fire, Police and emergency vehicles. This lane will remain unobstructed during the event unless otherwise agreed upon by Fire Prevention and the Police Department. – Field Services Division. The site plan shall indicate what will be located on the road (amusement rides, stages, booths, etc.) and must be shown to scale. Sign off approval of the plan will be required from Fire Prevention, Police Department – Field Services Division and the Manager, Zoning and Public Property Compliance prior to set up of the event. The site plan should be available to the area residents/owners who are required to sign the road closure compliance form.
- 4.48. Special Event Operators requesting the closure of any section of Dufferin Ave. (Waterloo to Richmond) will not be permitted to close the road prior to 9 a.m. on set-up day (extenuating circumstances may be granted by the Manager of Special Events or designate.
- 4.49. The approval is contingent upon ensuring adequate signage and barricades and providing adequate emergency access at all times to the satisfaction of the Fire Department, the Police, the Emergency (Ambulance) Services, and the City Engineer or designate. Additional permits may be required from the Building Division, City Hall, for erecting tents, booths, etc., within the road allowance
- 4.50. Where parking meters exist within the portion of the street being closed there will be an additional fee that the event holder will pay the appropriate fee per day per space. – a “Meter Bagging Request” form will be filled out by administration. These meters are to be allocated to food vendors first. Exception: Major Special Events which operate for a period of more than one but less than six days and which produce attendance in excess

of 5,000 persons for each day of the event may apply to be exempt from the meter bagging charges at Victoria Park.

- 4.51. In the case of a Business Association or similar organization making application on behalf of its members, the association will not be required to submit a petition as provided in sections 13.3 (a) and 13.3 ((b) above unless the area being requested for closure is outside or partially outside of the boundaries of the organization.
- 4.52. In order to close the entrance and egress to Centennial Hall, the Special Event Operator must secure a letter of support from both Centennial Hall and London Life.
- 4.53. Street closures will not be allowed on Central Avenue (between Richmond Street to the west and Wellington Street to the east) for the use of midways/amusement rides/or carnivals.
- 4.54. The Special Event Operator, or designate, must be present on the site during the entire duration of the street closure and have a signed copy of the approved site plan with them.
- 4.55. Possession and/or consumption of alcoholic beverages on the closed portion of the street are prohibited unless it is authorized by the issuance of a Special Occasion Permit by the Alcohol & Gaming Commission of Ontario.
- 4.56. The Special Event Operators are encouraged to approach parking lot Operators, located downtown, to provide assistance for parking during Special Events.
- 4.57. The Special Event Operators are encouraged to advertise parking locations in the vicinity of the event.
- 4.58. Event organizations requesting the closure of Talbot Street between Dundas St. and King St. will not be permitted to close the road prior to 9 a.m. on set-up day (extenuating circumstances may be granted by the Manager of Special Events or designate).
- 4.59. A Special Event Operator will be required to purchase signage decals from the City of London to advertise their street closure. The street closure should be advertised at least two weeks in advance of the Special Event unless otherwise approved by the Manager Relations and Compliance.

Neighbourhood Street Closure Event

The Neighbourhood Street Closure Event Application Form can be found on the City's website at: <http://www.london.ca/city-hall/special-event-planning/Pages/Special-Events---Cover-Sheet.aspx>

All Street Closings must be in conformance with the requirements outlined in the Policy for Street Closure and Bagging of Meters of the Special Events Policies.

- 4.60. The Neighbourhood Street Closure Event Operator/organization must maintain public liability insurance of no less than \$5,000,000. Evidence of this insurance is only acceptable on The Corporation of the City of London Certificate of Insurance, evidence of insurance must be provided to the Manager of Special Events or designate no less than 10 days prior to the event. The Special Event Operator shall indemnify and hold The Corporation of the City of London, the London Police Services Board and the Middlesex-London Health Unit harmless from and against all liability, loss, claims, demands, costs and expenses, including reasonable legal fees, occasioned wholly or in part by any negligence or acts or omissions by the above-named, their officers, agents, employees, volunteers or others for whom they are responsible at law, arising out of any cause whatsoever, either direct or indirect, through its use and/or operation on City property in connection with the Special Event. A blank copy of the certificate can be obtained at the City of London website: <http://www.london.ca/business/tenders-rfps/vendor-information/Pages/insurance-certificates.aspx>
- 4.61. Fee - An administration fee will be applied to each contract.

- 4.62. No person shall have or consume liquor in contravention of the Liquor Licence Act, nor be in an intoxicated condition in contravention of the Liquor Licence Act. It is fully understood that by allowing the closing of this road, no approval is given for the consumption of alcoholic beverages contrary to that Act, or being in an intoxicated condition in contravention of that Act. If alcohol is being served at the event the Operator must apply for a liquor license and comply with all the Alcohol and Gaming Commission regulations and comply with the City of London's Alcohol Policy.
- 4.63. Should an emergency arise, the Special Event Operator will ensure clear access for emergency vehicles. All street party activities will cease and resume only when the emergency has been resolved.
- 4.64. Barricades are to be removed at the completion of the street party (as per the contractual agreement) and normal access to your street is to be restored without delay.
- 4.65. The Special Event Operator will ensure that all affected residents will receive advance notification of the temporary street closure so that alternative access arrangements can be made for essential deliveries and/or visits i.e. scheduled medical house calls, etc.
- 4.66. No tents, awnings, or other similar structures shall be installed, or located on the traveling portion of any public roadway, or on any private roadway/laneway serving a multi-unit development that is designated and posted as a Fire Access Route. Immediate access must be provided upon demand to all emergency vehicles. Should the Special Event Operator wish to erect such a structure on private property. Please note the following:
- a) The Special Event Operator must apply for a tent permit through the Building Division of The Corporation of the City of London at least 10 days prior to the event. If it is a previously approved situation, the minimum lead time is 48 hrs. for a permit. When the tent exceeds 60m² (645 sq. ft.), where bleachers are provided in tents they will also need an approval for compliance with the Ontario Building Code. Engineered designs are required to be submitted for all bleachers.
 - b) If the following size tent is standing alone they do not require a building permit: 10'x10', 15'x15', 10'x20', 10'x 30', 20'x20', and 20'x30'. If the Special Event Operator is grouping any of these tents together, the total square footage will require a building permit if it exceeds 645 sq. ft. or a space of 10 ft. must be left prior to the starting the next cluster. A permit is required when an individual tent exceeds 60m² (645 sq.). Please Note: While the code requires a 3m clearance between tents, it may be reduced at the discretion of the Chief Building Official; however, one would need to prove to the Chief Building Official that there is no hazard created to the public.
- 4.67. Fire Safety Plan: A Fire Safety Plan is required for tents in excess of 30m² (320 Sq. Ft.) This plan must address the foregoing and be posted in a conspicuous location. The Fire Prevention office will provide a generic safety plan form, appropriate to tent structure for your convenience. Fire Safety Plans shall be approved prior to the event by the London Fire Department.

Portable Fire Extinguishers: Portable fire extinguishers (2A-10BC rating) are required. They must be mounted in conspicuous and easily accessible locations, near exits and cooking areas. Fire extinguishers must have a tag indicating that it was serviced by a qualified company within the past 12 months. Further, all fire extinguishers provided must be appropriate for the hazard, deep frying activities require an appropriate class K type that has been serviced in the past 12 months.

Exit Signs: Exit signs are required for each designated exit. Commercially available card type signs are acceptable. Emergency Lighting: Emergency lighting must be provided for any functions being held at night. This lighting must be located so as to provide illumination at all exits and access to exits in the event of a power failure.

Fire Watch: Where a fire alarm system is not provided in conformance with the Fire Code, a person will be employed for fire watch duty to patrol the area to ensure the

means of egress are kept clearly and to enforce the requirements of the Fire Safety Plan.

Smoking and Open Flame: Smoking and the use of open flame devices is not permitted unless approved by Chief Fire Official.

- 4.68. Consideration should be given to not closing too many streets in one area, and that main arterial and collector roads not be closed without further consultation with the Fire Department.
- 4.69. The discharging of unauthorized fireworks and pyrotechnics is in violation of City By-law and, dependent on the type of effect being discharged, could also be in contravention of the Ontario Fire Code. Any applicants proposing this are to consult directly with the Fire Prevention Division at 519.661.2489 x 5222. The discharge of fireworks without prior approval of the Fire Department is strictly prohibited.
- 4.70. The Noise Policy as outlined in Section 11 of the Special Events Policies will apply to the neighbourhood street closure event.
- 4.71. Middlesex Health Unit
All Operators of a Special Event at which food is prepared, served, provided and/or offered to the public, must comply with the following requirements:
- a) Contact the Special Events Coordinator of the Middlesex-London Health Unit and notify them of the date of the event and the expected number of food vendors that will be attending.
 - b) Provide the Special Events Coordinator of the Middlesex-London Health Unit with a final list of food vendors at least two (2) weeks prior to the event.

All food vendors involved in any charitable and/or commercial functions at which food is prepared, served, provided and/or offered to the public, must:

Contact the Special Events Coordinator of the Middlesex-London Health Unit
Middlesex-London Health Unit
Environmental Health Division
50 King Street Email: health@mlhu.on.ca
London, Ontario, N6A 5L7 Website: www.healthunit.com
519 663-5317 Ext. 2300 Fax: 519 663-9276

Budweiser Gardens/Jubilee Square

The following policies, in conjunction with the other policies in this Policy, will apply for the use of the Budweiser Gardens Special Events Area (King St. Parking Lot) and Jubilee Square.

- 4.72.
- a) A letter of support from the management of the Budweiser Gardens confirming the event dates and times is required.
 - b) The property rental fee will be waived when an event requires both the inside Budweiser Gardens and outside of the Budweiser Gardens Special Event Area (King St. Parking Lot) and Jubilee Square as part of the event site. The Operator may be required to provide a Certificate of Insurance and enter into a contract with the City of London at no charge.
 - c) If an event inside the Budweiser Gardens requires additional spaces for parking they will be subject to the municipal lot fees unless approved/waived by the Division Manager of Parking & Traffic Signals or designate.
 - d) All electrical hook-ups will be performed by the Budweiser Gardens staff and charged to the Special Event Operator.
 - e) The Special Event's Admission Policy does not apply to the Budweiser Gardens Special Events Area (King St. Parking Lot).

- f) If Talbot Street is rented/closed for an event the City of London will not book another event in the adjacent Jubilee Square.

APPENDIX A19

Bill No.
2018

By-law No. CPOL.-

A by-law to amend By-Law No. CPOL.-144-396 being “Rzone Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-144-396 being “Rzone Policy” for reformatting into the new Council Policy template and review with the gender equity lens;

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

1. By-law No. CPOL.-144-396 being “Rzone Policy” is hereby amended by deleting Appendix ‘C(62)’ to By-law No. CPOL.-144-396 in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Rzone Policy

Legislative History: Enacted September 19, 2017 (By-law No. CPOL.-144-396)

Last Review Date: May 28, 2018

Service Area Lead: Division Manager Parks and Recreation

1. Policy Statement

The City of London gratefully acknowledges the permission of the Town of Oakville to adopt and adapt the Rzone concept mark and policy for use in the City of London recreation facilities.

Purpose of Rzone Policy

- 1.1. The City of London (the "City") wishes to promote:
 - a) City recreation facilities that are free from violence, disrespect, and other inappropriate behaviours;
 - b) the safety, security and dignity of attendees at City recreation facilities;
 - c) an environment of **Respect** for others, and **Responsibility** for one's actions for all those attending City recreation facilities;
 - d) reduced vandalism, violence and other inappropriate behaviours at City recreation facilities, through enforcement of the *Trespass to Property Act*, and
 - e) positive individual and public benefits of recreation for City residents and visitors.

Legislative Authority

- 1.2. The actions of the City that may be taken under this Policy arise from the City's authority as owner or occupier of its property pursuant to the *Trespass to Property Act*, and the *Occupiers' Liability Act*.

2. Definitions

- 2.1. **Attendees** - means those attending an event, and includes patrons, guests, clients, visitors, spectators, coaches, officials, players, members, parents, volunteers, invitees, participants and users;
- 2.2. **Ban** - means the prohibition of an individual from entering or attending specific City facilities for a specific duration;
- 2.3. **Harassment** - means engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known, to be unwelcome;
- 2.4. **Trespass Notice** - is authorized under the *Trespass to Property Act*, and is a written notice prohibiting an individual from entering specific City facilities for a specific duration and is issued to an individual for the purpose of imposing a ban.
- 2.5. **Vandalism** - means the malicious, willful, and deliberate destruction, damage or defacing of property.

3. Applicability

- 3.1. The Rzone Policy applies to all recreation facilities owned or occupied by the City, including recreation centres, seniors and community centres, parks, sports fields, sports parks, pools, golf courses and arenas.
- 3.2. The Rzone Policy applies to all attendees at City recreation facilities.

- 3.3. This Policy does not affect the application of any other City policies (including the *Workplace Harassment and Discrimination Prevention Policy*, *Code of Conduct for Employees*, and the *Workplace Violence Prevention Policy*) or any other City By-laws (including the Parks By-laws and the Noise By-law).
- 3.4. There shall be no obligation on the City to take any action under this Policy or under the *Trespass to Property Act*. Any action taken by the City under this Policy will be on a complaint basis having regard to available resources.
- 3.5. Nothing in this Policy shall affect any person's obligations under a contract with the City, or under any applicable law.

4. The Policy

Prohibited Inappropriate Behaviour

- 4.1. The Rzone Policy prohibits inappropriate behaviour at City facilities. For the purpose of this Policy, prohibited inappropriate behaviours include:
 - a) Violence or harassment, including:
 - i) the exercise of physical force by a person against another person that causes or could cause physical injury to the other person;
 - ii) an attempt to exercise physical force against another person that could cause physical injury to the other person;
 - iii) a statement or behaviour that is reasonable for a person to interpret as a threat to exercise physical force against the person that could cause physical injury to the person;
 - iv) the use of profane or abusive language and racial or ethnic slurs;
 - v) threats and/or attempts to intimidate;
 - vi) throwing of articles or objects in a deliberate or aggressive manner that endangers or causes injury or damage to any person or property;
 - vii) attempts to goad or incite violence;
 - viii) bullying, mistreatment, or teasing which intimidates, humiliates or demeans another person;
 - b) Vandalism, including vandalism to buildings, contents or personal property;
 - c) Possession of weapons or firearms prohibited under the *Criminal Code*;
 - d) Possession or consumption of illegal drugs, or of alcohol except as authorized by law;
 - e) Any contravention of other Federal or Provincial laws, Regulations, City By-laws or policies that constitute inappropriate behaviour;
 - f) Refusal to follow the rules established by the City for use of its facilities.

Pursuant to the *Trespass to Property Act*, entry on land may be prohibited if a person engages, or intends to engage, in prohibited inappropriate behaviour under this Policy.

RECREATION FACILITIES AND PROGRAMS

Education about the Policy

- 4.2. The City, with community sport organizations and other stakeholders, will conduct promotional and educational campaigns with the goals of:
 - Raising awareness of the Policy for attendees, and appropriate City employees, contractors or agents
 - Outlining how Londoners can support the Rzone Policy (e.g. through Londoners setting positive examples, encouraging organizations to have internal policies consistent with Rzone; how Londoners can report inappropriate behaviour; etc.)
 - Outlining the potential consequences of non-compliance with Rzone
- 4.3. Promotional and educational campaigns will include:
 - Posting Rzone Policy and related information on the City Web-site

- Posting Rzone signage at City recreation facilities
- Making information pamphlets available at City recreation facilities
- Including Rzone Policy awareness in City recreation employee training programs.

Responsibilities under the Policy

- 4.4. Attendees at City recreation facilities are **responsible** for behaving in a manner that **respects** the rights of others and enables the enjoyment of individual and public benefits of recreation.
- 4.5. **Organizations and User Groups** making use of City recreation facilities are responsible for:
- educating their attendees about Rzone and appropriate behaviour
 - complying with requirements of City contracts and permits regarding RZone
 - applying Rzone to their programs, including being willing to address Rzone violations with their attendees.
- 4.6. **The City of London** will work collaboratively and in consultation with community sport and recreation organizations/groups to create Rzone environments at City recreation facilities.

Reporting Rzone Violations

NOTE: Any collection, use or disclosure of personal information by the City of London shall be in accordance with the Municipal Freedom of Information and Protection of Privacy Act.

- 4.7. City of London employees should report incidents of prohibited inappropriate behaviour to Corporate Security and/or their immediate supervisor (who may subsequently report the incident to Corporate Security).
- 4.8. Attendees at City recreation facilities who observe prohibited inappropriate behavior under the Rzone Policy should report same to a City employee or to Corporate Security as soon as possible upon witnessing the behaviour. City employees who are advised of or receive a complaint of prohibited inappropriate behaviour shall report same to Corporate Security as soon as possible, and all other City employees should report same to their supervisor.
- 4.9. All acts of a criminal nature must be reported to the police.

ACTION TAKEN TO ADDRESS INCIDENTS OF PROHIBITED INAPPROPRIATE BEHAVIOUR

IMPORTANT NOTES:

- 4.10. Under no circumstances should City employees or attendees at City recreation facilities place themselves at risk in the event they observe or are advised of a perceived Rzone violation.

The City's primary concern is the safety of City employees and attendees. If at any time attendees or employees feel personally threatened or that their personal safety or that of others may be at risk, they are to call the London Police at "911" immediately.

- 4.11. In an effort to successfully achieve the Rzone Policy goals and purpose, the City of London will make efforts to:
- a) educate attendees of City recreational facilities (that are not 'rented' under permit or licence) about Rzone expectations of behaviour and penalties for inappropriate behaviours
 - b) establish and maintain cooperative relationships with outside organizations committed to supporting Rzone

- c) include Rzone compliance clauses in contracts and permits for use of City facilities
- d) consider appropriate penalties

4.12. When a designated City employee (including, for the purpose of this Policy only, persons providing security services to the City) observes prohibited inappropriate behaviour, or has reason to believe that prohibited inappropriate behaviour has occurred on a City recreational property or facility, they will, where possible and/or appropriate, first explain to the individual that their behaviour is unacceptable, and ask that the behaviour cease.

Designated City employees should contact Corporate Security if an individual refuses to cease the behaviour when asked.

Corporate Security or a manager of Parks and Recreation and Neighbourhood, Children and Fire Services are authorized to ask the individual(s) to leave the facility or property for all or part of that day. In addition, Corporate Security is authorized to issue a verbal or written ban for a specified period of time.

Whenever possible, a written Trespass Notice will be issued at the time of the ban, or following notice of a verbal ban. The Manager of Corporate Security will also ensure delivery of the written Trespass Notice.

VIOLATION OF THE POLICY – ACTIONS THAT MAY BE TAKEN

4.13. Where a finding has been made of a violation of the Rzone Policy, possible penalties may include the following: letter of warning, short term ban, long term ban or a written trespass notice. In addition, charges may be laid under the *Trespass to Property Act*.

Where applicable, the City may seek compensation for the cost of damages, including materials, labour and an administrative charge.

APPENDIX B20

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-120-372 being “Public Art Policy” and to implement a new Council policy entitled “Public Art / Monument Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-120-372 being “Public Art Policy” and replace it with a new Council policy entitled “Public Art / Monument Policy”;

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

1. By-law No. CPOL.-120-372 being “A by-law to revoke and repeal Council policy related to Public Art Policy and replace it with a new Council entitled Public Art Policy” is hereby repealed.
2. The Policy entitled “Public Art / Monument Policy” attached as Schedule “A” is hereby adopted.
3. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

Schedule "A"

Policy Name: Public Art / Monument Policy

Legislative History: Enacted September 19, 2017 (By-law No. CPOL. -120-372)

Last Review Date: May 28, 2018

Service Area Lead: Manager of Culture

1. Policy Statement

1.1. The City of London supports the display of art/monuments on municipally-owned public space that will strengthen the natural assets of the city, provide unique attractions and act as a constant delight to residents and visitors to London. Public art/monuments celebrate and honour our culture, history, people, events and locations while enhancing our economic vibrancy. Public art/monuments impact many aspects of community living. Public art/monuments enrich daily life through visual experiences and attracts people to art-enriched places.

1.2. Principles

Public art/monuments are significant to the City of London because they:

- enrich public spaces for the enjoyment of all;
- serve the city as a whole;
- engage the community, and visitors;
- promote London as a unique destination;
- can yield proven economic benefits;
- demonstrate excellence and a wide range of artistic expression;
- are integrated conceptually and physically into the local context;
- may provide opportunities for local artists and historians;
- may foster opportunities for shared experiences;
- are relevant to London and Londoners;
- are accessible with daily living, work, and play;
- support place making and neighbourhood revitalization;
- commemorate events of local, national and provincial significance;
- are a part of major capital investment projects in London;
- recognize outstanding achievements of Londoners or their community;
- are presented in a manner that responds to their unique requirements for care, conservation and safety; and,
- are preserved for the enjoyment of future generations through management policies and guidelines.

1.3. Purpose of Public Art / Monument Policy

The primary purpose of this Policy is to provide a mechanism through which the City of London acquires significant pieces of public art/monuments for municipally-owned public space through their purchase, commission or donation. The City may authorize public art/monuments that it does not own to be placed on municipally-owned public space through an agreement between the City of London and the owner of the public art/monuments.

2. Definitions

2.1. **Municipally-owned public space** - areas frequented by the general public that are owned, maintained, operated or occupied by the City of London. Municipally-owned public space includes, but is not limited to, parks, road allowances, tunnels, boulevards, streets, courtyards, squares and bridges, as well as building exteriors, foyers, concourses and significant interior public areas of municipal buildings.

2.2. **Professional Artist** - a person who is critically recognized as an artist: they possess skill, training and/or experience in an artistic discipline, are active in and committed to their art practice and has a history of public presentation.

2.3. **Public Art/Monuments** – works that are displayed on municipally-owned public space.

Public art/monuments are intended to contribute positively to London's urban space by providing landmarks, defining meeting places, injecting humour, speaking of history and reminding us of greatness. It is hoped that works of public art/monuments on municipally-owned public space will be viewed by citizens and visitors with a keen sense of pleasure, community pride, wonder or curiosity and lend a feeling of satisfaction that these works are "ours", that they help to define "us" and that they belong to this community.

Public art/monuments may include, but are not limited to:

- a) sculpture;
- b) murals;
- c) memorials, monuments, historic objects or artifacts such as the Cenotaph, cannons etc.;
- d) fountains or water features that contribute aesthetically to their surroundings (i.e. not spray pads);
- e) hard and soft landscaping components which are not a mere extension of the landscape architecture;
- f) special engineering or architectural features of existing capital projects that contribute aesthetically to their surroundings; and,
- g) community public art related to neighbourhood beautification.

Public art/monuments may be integrated into the design of the site, buildings and landscapes in publicly accessible and visible areas of a site. These areas can include the walls, floors and ceilings or other publicly accessible open space such as plazas, forecourts, courtyards, colonnades or setbacks.

When integrated, public art must retain an interpretative aspect, as determined by the commissioned artist, and not be a mere extension of the design of the architecture, landscape architecture, interior design, etc. of the new development.

3. Applicability

3.1. This Policy is applicable to both permanent and temporary installations of public art/monuments. Permanent works include fixed works which, due to their weight and size, become an integral component of any municipally-owned public space, in terms of structure, design context, or neighbourhood. Temporary works include works created for a specific event or place for a specific occasion and timeframe. The City of London has the authority to determine the length of time works will be displayed on municipally-owned public space.

3.2. Public Art/Monument Exclusions

Examples of public art/monuments that are excluded under the scope of this policy are:

- a) directional elements such as super graphics, signage or colour coding, except where these elements are integral parts of the original works or public art/monuments project;
- b) objects which are mass-produced of standard design such as playground equipment, or statuary objects; and,
- c) landscape architecture and landscape gardening except where these elements are an integral part of the original work of art/monument, or are the result of collaboration among design professionals including at least one artist.

4. The Policy

4.1. Administering Public Art/Monuments Program

The Public Art/Monuments Program will be administered by the City of London's Culture Office. The Culture Office may delegate responsibility for specific aspects of the program such as the selection process, implementation, maintenance and conservation/restoration to other City service areas or knowledgeable community cultural organizations.

4.2. Maintenance and Conservation/Restoration

The Culture Office, in conjunction with the Environmental and Engineering Services Department (EESD), will oversee the maintenance, conservation/restoration of public art/monuments.

4.3. De-Accessioning Public Art/Monuments

The Culture Office will consider candidates for the de-accessioning of permanent and temporary public art/monuments. The de-accessioned art/monuments may be moved, sold, returned to the artist or destroyed, with any monies received through the sale of art/monuments being placed in the Public Art/Monuments Acquisition Reserve Fund.

4.4. Placement of Outdoor Art/Monuments on Privately-Owned Space

Though not addressed specifically in this Policy, the City of London believes in encouraging the inclusion of outdoor art/monuments in privately-owned space across the city. It is recognized that these works have significant appeal and can contribute to the identity and character of our community. The City will encourage the private sector through bonusing and other donation mechanisms to contribute to the Public Art/Monuments Program.

APPENDIX B21

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-201-453, "Homemakers and Nurses Services".

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-201-453, being "Homemakers and Nurses Services" as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-201-453, being "Homemakers and Nurses Services" is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on June 26, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – June 26, 2018
Second Reading – June 26, 2018
Third Reading – June 26, 2018

**APPENDIX B
STRATEGIC PLAN MEASUREMENT FRAMEWORK**

2.1 Strategic Area Of Focus: Strengthening Our Community

1. Vibrant, connected, and engaged neighbourhoods

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Support neighbourhood driven activities and decision making.	NCFS	How Much?				
		# of SPARKS! neighbourhood projects	14	17		
		# of neighbourhood programs/ tools	15	17	20	25
		# of new/rejuvenated neighbourhood groups/ associations	2	2	3	4
		How Well?				
		Total # of neighbourhood activities supported (use of tools)	54	80	95	110
		Total # of active neighbourhood groups/ associations	30	37	40	42
% of London neighbourhoods supported (projects and tools)	61%	70%	75%	80%		
B. Fund and partner with the London Public Library to support people and neighbourhoods.	London Public Library	How Much?				
		# In-person visits	2,650,000	2,700,000	2,768,000	2,796,000
		# Items borrowed	3,800,000	3,838,000	3,896,000	3,935,000
		# Virtual visits	4,684,000	5,153,000	5,668,000	6,235,000
		# Program attendees	500,000	505,000	513,000	517,700
		# In-library computer uses	100,000	101,000	103,000	104,000
		How Well?				
		Operating costs per use incl. amortization (MBN-Canada)	1.82	1.81	1.77	1.75
		Circulating materials turnover (MBN-Canada)	4.4	4.5	4.6	4.6
		Library use per capita (MBN-Canada)	32.7	33.3	33.7	33.9
		Library visits per capita (MBN-Canada)	6.8	6.9	7.3	7.4
Completed projects	14	6	4	4-6		
C. Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.	Planning	N/A	N/A	N/A	N/A	N/A

2. Diverse, inclusive, and welcoming community

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Support immigrants and newcomers to be successful as they settle in our community.	HSSD	How Much?				
		# of London-Middlesex Local Immigration Partnership (LMLIP) Central Council, Sub-Council, and community meetings	130	130	130	130
		# of visits to the LMLIP section of the Immigration Portal	4,000	4,500	4,800	5,000
		Total Immigration Portal visits	50,000	55,000	58,000	60,000
		Engagement of educational partners on immigration	14	14	14	14
		# of YouTube visits to Immigration Portal	2,000	2,200	2,400	2,600
		How Well?				
		# of new partnerships/ approaches to enhance supports for immigrants	7	8	9	10
B. Support all Londoners to feel engaged and involved in our community.	CMO	N/A	N/A	N/A	N/A	N/A
C. Work to always be a compassionate city to all.	NCFS	N/A	N/A	N/A	N/A	N/A

3. Caring and compassionate services

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Eliminate barriers for individuals facing poverty, mental health, and addictions and help them find pathways to be successful.	London & Middlesex Housing Corporation	How Much?				
		Rental revenue (\$000's)	\$10,249	\$10,452	\$10,609	\$10,768
		Operating surplus/(deficit) (\$000's)	(117)	0	0	0
		Rent arrears	12%	12%	12%	12%
		Facility Condition Index (Avg.)	9%	Good (<20%)	Good (<20%)	Good (<20%)
		Tenant Safety & Security Satisfaction	_____	70%	75%	80%
		How Well?				
		Vacancy rate	3.0%	2.9%	2.8%	2.7%
		Managed move-outs	90%	90%	90%	90%
		Tenants in arrears	10%	10%	10%	10%
Repayment agreements	32%	32%	32%	32%		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
B. Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	HSSD	How Much?				
		# of social housing units per 1,000 City of London households (static number as per O. Regs; number changes with changes to household numbers in the City) (MBNCanada)	41	41	41	41
		Student Housing Mediation Service # of contacts including landlord/ tenant issues (rent, lease, maintenance, conflict), lifestyle issues (noise, garbage, upkeep, behaviour), by-law issues (noise, yard, upkeep, parking), roommate issues (lease, noise, conflict, rent)	2,100	2,100	2,100	2,100
		How Well?				
		Housing Division and Housing Access Centre administration costs per social housing unit (cost increase reflects inflation. Housing units remain static)	\$243	\$248	\$250	\$252
Social housing subsidy costs per unit (including admin \$ from above + LMHC costs) (MBNCanada)	\$4,268	\$4,300	\$4,330	\$4,360		
C. Reduce and prevent homelessness.	NCFS	How Much?				
		Increase in # of youth housed with supports	10	25	75	100
		Increase in # of women achieving housing stability	25	50	50	50
		Persistently homeless households that achieve housing stability	100	100	100	100
		How Well?				
		Youth having improved outcomes		10	25	100
		Decrease (# of individuals) in emergency shelter use for chronic shelter users	50	50	50	50
		Decrease (%) in emergency services diversion (police, ER, EMS) for chronic and persistent homelessness	10%	10%	10%	10%
Increase in # of households retaining their homes (retain housing 6 months +)	25	25	25	25		
D. Provide social services including Ontario Works in the community.	HSSDH	How Much?				
		Ontario Works caseload	11,800	11,900	11,900	11,900
		# of participants served in Addictions Services	450	450	450	450
		Monthly average cost per OW case	\$740	\$763	\$787	\$812
Estimated London Caseload as a Percentage of Total Provincial Caseload (2 Year Average - 2016 ratio reflects Oct. 2012 to Sep. 2014; 2017/2018 funding ratio reflects Oct. 2014 to Sep. 2016)	4.16%	4.65%	4.65%	N/A		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		How Well?				
		Average length of time on assistance (days)	1,175	1,175	1,175	1,175
		Intake – Days between phone call and first appointment (provincial standard is 4 days)	2.5	2.5	2.5	2.5
E. Provide compassionate care for animals.	DCS/EES	How Much?				
		# of dog licenses sold	30,000	32,000	34,000	36,000
		# of cat identification tags sold	12,500	13,000	13,500	14,000
		# of dogs sheltered at the municipal shelter	700	700	700	700
		# of cats sheltered at the municipal shelter	1,500	1,500	1,500	1,500
		# of feral cats fixed and colonized	400	400	400	400
		# of cats/dogs fixed via the subsidy program	2,270	2,670	3,471	3,770
		# of complaints investigated	15,000	15,500	15,500	16,000
		How Well?				
		# of outreach campaigns	7	7	7	7
		# of animal welfare groups supported	14	14	14	14
		# of adoptions (shelter)	500	500	600	600
		Estimated # of adoptions (all approved fostering organizations combined)	1,250	1,300	1,300	1,300
		# of low income households assisted	1,750	2,000	2,600	2,800
		# of off-leash dog parks	5	5	5	5

4. Amazing arts, culture, and recreation experiences

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Fund and partner with the community to celebrate Canada's 150 th anniversary in 2017.	CMO	N/A	N/A	N/A	N/A	N/A
B. Explore the potential for a multi-use performance venue(s) in London.	CMO	N/A	N/A	N/A	N/A	N/A
C. Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	NCFS/P&R	How Much?				
		Registrations for swim lessons/ programs	18,500	18,500	18,500	21,000
		# of public swim visits per capita (MBNCanada)	0.50	0.50	0.50	0.65
		How Well?				
	P&R	% of respondents satisfied with their aquatic experience	95%	95%	95%	95%
		How Much?				
		# of golf rounds (000's)	123	124	125	126
		How Well?				
	P&R	Operating expenditures per round	\$27.44	\$27.12	\$27.10	\$26.90
		Revenues per round	\$29.13	\$29.50	\$29.75	\$30.00
		How Much?				
		# of special events held annually	197	200	205	210
	P&R	How Well?				
		Event Organizer Survey – Level of satisfaction with facilitation	N/A	N/A	N/A	N/A
		Event Organizer Survey – Level of satisfaction with staff on site	N/A	N/A	N/A	N/A
		Landfill diversion rates (%)	35%	35%	40%	40%
		How Much?				
	P&R	Total prime time arena hours used	26,400	26,400	26,400	26,400
		# of indoor ice pads per 100,000 population (MBNCanada)	5.6	5.6	5.6	5.6
		How Well?				
Prime time arena usage as a % of capacity		87%	87%	87%	87%	
Arena user overall satisfaction		85	85	85	85	
P&R	How Much?					
	# of premier irrigated soccer field hours used	13,100	13,200	13,300	13,500	
	# of premier baseball field hours used	7,800	7,900	8,000	8,000	
	How Well?					
		Satisfaction rating from consultations with user groups bi-annually	85	90	90	90

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
	NCFS/P&R	How Much?				
		# of registered participants in recreation programs	31,000	31,000	31,000	31,500
		# of participant hours for directly provided, non-registered recreation programs (playgrounds, recreation drop-ins, roller skating, seniors' drop-ins)	340,000	340,000	340,000	350,000
		How Well?				
		% of all program participants satisfied or very satisfied with program experience	96%	96%	96%	96%
		% of program participants indicating the participation improved their skill level	92%	92%	92%	92%
	P&R	How Much?				
		# of Storybook Gardens admissions (000's)	140	147	157	165
		# of pass holders, all pass types	6,000	6,300	7,000	7,200
		How Well?				
		Revenue per admission	\$10.95	\$10.99	\$11.06	\$11.14
		Operating expenditures per admission	\$10.94	\$10.95	\$10.99	\$11.03
		% of respondents satisfied with their Storybook experience	90%	90%	90%	90%
D. Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.	Museum London	How Much?				
		General attendance	113,000	115,000	125,000	125,000
		Program participants	35,000	35,000	40,000	45,000
		Hours of volunteer service	15,000	15,000	16,000	18,000
	Eldon House	How Well?				
		Museums Environmental Standards	Met	Met	Met	Met
		How Much?				
		Attendance of Museum	12,000	13,000	15,000	16,000
	Centennial Hall	Museum School (one group per week)	4 weeks	5 weeks	6 weeks	6 weeks
		How Well?				
		Program offerings	45	60	70	75
		Community engagement (survey and improvement)	100	300	400	500
	CMO	How Much?				
		# of events	115	118	120	120
		Attendance	68,000	70,000	72,000	72,000
		Gross culture cost – Arts grants per capita (MBNCanada)	3.11	3.11	3.11	3.11
		Gross culture cost – Heritage grants per capita (MBNCanada)	1.50	1.50	1.50	1.50
		Music industry/community engagement (large scale)	52	53	0	0

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		# of Workshops, Events and Seminars	16	27	28	30
		# of Artist Showcases	10	14	15	20
		How Well?				
		Culture Days/Doors Open attendance	35,000	35,000	35,000	35,000
		City of London culture GDP	\$540M	\$540M	\$540M	\$540M

5. Healthy, safe, and accessible city

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community.	Middlesex-London Health Unit	How Much?				
		% of high risk food premises inspected once every 4 months	100%	100%	100%	100%
		% of children with completed immunizations for Meningococcus	76.9%	76.9%	76.9%	76.9%
B. Support all Londoners to age well and have opportunities to reach their full potential.	HSSDH	How Much?				
		Dearness Home Occupancy (%)	99%	99%	99%	99%
		% of residents that fell in the last 30 days	13.4%	13.3%	13.2%	13.1%
		How Well?				
		Resident Satisfaction Survey – Overall satisfaction (%) (MBNCanada)	95%	95%	95%	95%
		Pressure ulcers that worsened	4.7	4.6	4.5	4.4
		How Much?				
Hours of service	6,800	6,800	6,800	6,800		
C. Support the health and well-being of all children, youth, and families in London.	NCFS	How Much?				
		Child care fee subsidy average monthly caseload	2,850	2,850	2,850	2,850
		Special needs resourcing – # of children supported	575	575	575	575
		# of child care licensees supported	170	175	180	180
		# of CYN members (London only)	170	170	170	170
		# of Family Centres and EarlyON Centres	4	7	8	10
		How Well?				
		Fee subsidy wait list at year end	150	150	150	150
		% of available child care funding used	100%	100%	100%	100%
		% of child care licensees supported financially	98%	98%	98%	98%
	% of Child and Youth Agenda initiatives implemented	100%	100%	100%	100%	
	NCFS	How Much?				
# of annual visits to community centres	1,800,000	1,800,000	1,800,000	1,900,000		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		How Well?				
		% of visitors rating overall experience as “good” or “excellent”	95%	95%	95%	95%
		% of visitors rating satisfaction with staff as “good” or “excellent”	95%	95%	95%	95%
		% of visitors rating facility conditions as “good” or “excellent”	95%	95%	95%	95%
	NCFS	How Much?				
		# of visits to Adult Day Program (days of service)	7,500	7,500	7,500	7,500
D. Protect and promote the safety of Londoners through funding the work of the London Police Service.	LPS	How Well?				
		% of clients who are satisfied with the Adult Day Program	90%	90%	90%	90%
		How Much?				
		Ontario Jurisdictions Total Crime Severity Index London Percentile	83 rd or lower	83 rd or lower	83 rd or lower	83 rd or lower
		Ontario Jurisdictions Violent Crime Severity Index London Percentile	75 th or lower	75 th or lower	75 th or lower	75 th or lower
		How Well?				
E. Promote and support a safe community through the work of the London Fire Department by: <ul style="list-style-type: none"> • Increased public education and prevention • Redeployment of resources • Introduction of new technology 	Fire Services	How Much?				
		# of emergency calls	7,173	7,350	7,534	7,724
		# of non-emergency calls	2,225	2,248	2,271	2,293
		Total calls	9,398	9,598	9,805	10,017
		How Well?				
		90th percentile City-wide response time for 1st Engine to arrive on scene within the Urban Growth Boundary (Code 4)	4:15	4:20	4:25	4:25
90th percentile City-wide response time to assemble 15 Firefighters on scene within the Urban Growth Boundary (Code 4)	7:35	7:40	7:40	7:45		
How Much?						
Inspections and inspection activities	9,296	11,452	13,989	15,258		
# of Code complaints addressed	756	841	850	858		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		How Well?				
		Fire Code complaint process (address 90% within 2 business days)	90	90	90	90
		# of structure fires	201	190	180	170
		Fire injuries	20	20	20	20
F. Strengthen Emergency Management through: <ul style="list-style-type: none"> Public awareness activities and a public notification system Expanded Emergency Operations Centre capabilities Emergency management practices included as part of city planning and programming 	HR&CS	How Much?				
		# of staff trained	500	500	500	500
		# of days of use for Emergency Operations Centre	160	180	200	220
		# of public education awareness events	25	30	30	35
		How Well?				
		# of improvements identified subsequent to an exercise	10	10	10	10
G. Improve London's neighbourhoods through pro-active enforcement of updated by-laws.	DCS	How Much?				
		# of complaints investigated	6,800	7,500	7,500	7,500
		# of business licenses issued	3,800	4,550	4,550	4,550
		# of taxi licenses issued	450	450	450	450
		# of residential rental unit licenses Issued	5,500	6,000	7,500	8,000
		How Well?				
		After hours noise complaints	_____	_____	_____	_____
		Property clean ups	600	600	600	600
H. Invest in programs and infrastructure to make London more accessible.	HR & CS	How Much?				
		# of accessibility complaints	2	2	2	2
		# of accessibility inquiries (internal and external)	40	40	40	40
		# of accessibility projects reviewed for budgetary support from AODA division	25	25	25	25
		How Well?				
		% of accessibility complaints resolved	100%	100%	100%	100%
		% of resolved accessibility inquiries (internal and external)	100%	100%	100%	100%
		% of completed accessibility projects using AODA division funding support	80%	80%	80%	80%
I. Continue to make pedestrian and cycling routes safer year round for school aged children.	EES	How Much?				
		# of school crossing guard locations	108	108	108	108
		# of pedestrian signals and pedestrian crossovers	60	119	119	119

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		How Well?				
		Annual operating cost per school crossing guard	\$9,909	\$10,057	\$10,207	\$10,353
J. Help Londoners understand how we provide safe drinking water and protect the Thames River.	EES	How Much?				
		Water quality program participation by private residents	_____	_____	_____	15% increase in program participation

2.2 Strategic Area Of Focus: Building A Sustainable City

1. Robust infrastructure

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings.	DCS/F&CS	How Much?				
		# of building permits issued (MBNCanada)	4,200	4,400	4,400	4,400
		Total construction value of permits issued	720M	730M	740M	740M
		How Well?				
		% of permits issued within legislative timeframes	90%	95%	100%	100%
		% of times legislative requirements for building inspections	99.9%	100%	100%	100%
	Planning	How Much?				
		# of planning applications/year	60	60	60	60
		How Well?				
		Median application time (days) for official plan/zoning applications	160	160	160	160
	DCS	Median application time (days) for zoning by-law amendment applications	115	115	115	115
		How Much?				
		Active subdivision files (Application/Development Plan Approved/Pre- Registration)	55	60	60	60
		Site plan applications	120	125	130	135
Site plan consultations		200	210	220	225	
How Well?						
	% of draft plans approved within legislated timeline	_____	_____	_____	_____	

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		% of site plans processed through each approval stream	_____	_____	_____	_____
B. Manage and improve water, wastewater, and storm water infrastructure and services.	EES	How Much?				
		% of existing water mains renewed	1.49%	1.41%	1.40%	1.40%
		Number of Water main breaks per 100 km of distribution	_____	_____	_____	_____
	EES	How Much?				
		% of sewer system replaced/ rehabilitated/relined	1.2%	1.2%	1.2%	1.2%
		Percentage of Wastewater estimated to have bypassed treatment (MBNCanada)	_____	_____	_____	_____
		How Well?				
# of blocked sewers per 100 km length	0.5	0.5	0.5	0.5		
Compliance – # of regulatory effluent violations	1	1	1	1		
C. Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots.	EES/DCS	How Much?				
		Parking meter fees/year	\$(2,954,735)	\$(2,954,735)	\$(2,954,735)	\$(2,954,735)
		Parking ticket revenue/year	\$(2,751,500)	\$(2,751,500)	\$(2,751,500)	\$(2,751,500)
		Total length of on-road cycling facilities (kms)	100	106	108	110
		Parking lots upgraded	0	3	3	3
		How Well?				
		Total expenditures/year	\$2,611,016	\$2,685,682	\$2,764,726	\$2,822,637
		Net enforcement revenue per ticket issued	\$15.56	\$15.56	\$15.56	\$15.56
		On-street and off-street <u>paid spaces</u> revenue over total cost ratio includes Financial Information Return (FIR)	\$2.81	\$2.81	\$2.81	\$2.81
		Revenue Collected/parking space	\$1,200	\$1,200	\$1,200	\$1,200
Legislated bridge inspection compliance (%)	100%	100%	100%	100%		
D. Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management.	EES	How Much?				
		Garbage collected (tonnes)	92,000	93,000	94,000	95,000
		Material diverted (tonnes)	71,500	72,000	72,500	73,000
		Recyclables marketed (m3)	257,000	262,000	267,000	272,000
		Waste landfilled (tonnes)	220,000	220,000	220,000	220,000
		Greenhouse gases destroyed (tonnes)	115,000	115,000	115,000	115,000
		How Well?				
		Net operating cost – all services (\$/household)	\$94	\$94	\$95	\$96
		Waste Diversion rate (%)	45%	45%	47%	47%
		Satisfaction with recycling collection (% satisfied or very satisfied)	85%	85%	85%	85%
Satisfaction with leaf and yard waste Green Week Collection (% satisfied or very satisfied)	75%	75%	75%	75%		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		Satisfaction with garbage collection (% satisfied or very satisfied)	85%	85%	85%	85%
		Days recycling service not provided on the same day	0	0	0	0
		Days garbage service not provided on the same day	0	0	0	0
		MOE compliance (# of orders/year)	0	0	0	0
E. Fund innovative ways to adapt to Climate Change.	EES	How Much?				
		Community GHG emissions use per capita (tonnes/person)	7.9	7.7	7.5	7.4
		How Well?				
		Reduction in hydro carbons going into the air	_____	_____	_____	_____
		Reduction of arena lighting energy usage per location	_____	55%	55%	55%

2. Convenient and connected mobility choices

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services.	EES	How Much?				
		Increase in cycling at monitoring locations from 2015 levels (preliminary measurement approach)	2%	4%	6%	8%
	Planning	How Much?				
		Total length of Thames Valley Parkway	43.5km	44.3km	45.1km	46.0km
		How Well?				
	EES	Average # of users on the Thames Valley Parkway (per month)	26,000	26,500	27,000	27,500
		How Much?				
		# of roadway lane kms	3,629	3,629	3,629	3,629
		# of sidewalk kms	1,487	1,487	1,487	1,487
		How Well?				
		Operating cost for paved roads (hard top)/ lane km (MBNCanada)	\$5,478	\$5,560	\$5,644	\$5,728
	Cost per capita	\$25.36	\$25.37	\$25.23	\$25.29	
	EES	How Much?				
		Road reconstruction (in km)	140	130	140	140
		Operational issues responded to via Transportation Operations Public Service (TOPS) (requests)	860	900	925	950
Local street rehabilitation cycle (years)		45	42	39	35	
How Well?						
% of paved road condition good or very good (%)		57%	56%	55%	54%	
# of injury or fatality collisions (collisions)		1,340	1,310	1,270	1,228	

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target	
	EES	How Much?					
		# of event days for winter roadways maintenance	60	60	60	60	
		How Well?					
		Cost of snow control (\$/lane KM) (MBNCanada)	\$3,311	\$3,344	\$3,378	\$3,412	
			Cost of snow control (\$/capita)	\$34.22	\$34.37	\$34.42	\$34.63
	London Transit Commission	How Much?					
		Conventional ridership	22,582,800	23,050,000	23,678,200	24,151,800	
		Conventional revenue service hours	605,900	621,900	639,500	657,200	
		Specialized ridership	320,700	337,800	352,500	367,200	
		Specialized revenue service hours	\$131,100	\$138,100	\$144,100	\$150,100	
		How Well?					
		Conventional rides per service hour	37.3	37.1	37.0	36.8	
		Conventional rides per capita	58.7	59.3	60.3	60.9	
		Specialized rides per capita	0.83	0.87	0.90	0.93	
		Total investment share					
Riders, operations, and reserves		49.4%	49.3%	49.2%	48.9%		
Provincial Gas Tax	9.6%	10.6%	10.7%	11.0%			
City of London	41.0%	40.1%	40.1%	40.1%			
B. Improve travel to other cities through better transportation connectivity specifically regional transit connections.	EES	N/A	N/A	N/A	N/A	N/A	
C. Improve travel by managing congestion and increasing roadway safety.	EES	How Well?					
		Major roads in urban growth area over traffic capacity (%)	21%	22%	23%	23%	
	EES	How Much?					
		# of traffic signals	396	396	396	396	
		# of street lights	35,806	35,806	35,806	35,806	
		# of traffic studies completed	350	350	350	350	
		How Well?					
		Annual operating cost per traffic signal	\$6,867	\$7,004	\$7,126	\$7,232	
		Annual operating cost per street light	\$197	\$207	\$216	\$226	
		Annual operating cost per traffic study	\$384	\$389	\$395	\$398	
Annual operating cost per capita for traffic operations (signs, pavement markings, detours)	\$5.03	\$5.04	\$5.01	\$5.02			
D. Explore a better subsidy model for transit riders so that more Londoners can benefit.	NCFS	How Much?					
		# of subsidized bus passes issued yearly to seniors	7,614	7,739			
		# of subsidized bus tickets issued yearly to seniors	548,957	561,993			

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		# of subsidized bus passes issued yearly to the visually impaired	4,769	4,800	4,800	4,800
		# of free rides annually for children 5 to 12 years of age	_____	118,657	124,590	130,523
		# of subsidized bus passes issued annually to low-income adults	_____	_____	6,000	7,000
		How Well?				
		% of ridership increase for children 5 to 12 years of age	_____	_____	5%	10%
		% of new riders as a result of low income subsidy program	_____	_____	_____	_____
		# of rides annually (low income subsidy program)	_____	_____	_____	_____

3. Strong and healthy environment

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Implement innovative ways to conserve energy.	Environmental Action Programs	How Much?				
		Community energy use per capita (GJ/person)	148	144	141	139
		Community energy avoidance (\$ million/year; compared to 2010 business as usual)	\$180	\$230	\$300	\$305
	EES	How Much?				
		Total corporate energy cost (\$ millions)	\$19.9	\$20.9	\$21.8	\$22.6
		Total corporate greenhouse gas emissions from energy (tonnes)	20,200	19,700	19,100	18,400
		How Well?				
		Corporate energy use per capita (ekWh/person-equivalent kilowatt hour)	484	471	458	445
		# of CDM projects & studies completed	44	46	48	48
	EES	How Much?				
		Operating costs per square foot	\$8.93	\$9.19	\$9.47	\$9.75
Energy consumption per square foot (GJ/ft ²)		0.131	0.130	0.129	0.128	
B. Reduce fuel use through innovation and research.	EES	How Much?				
		Total # fleet assets managed	1,312	1,315	1,320	1,325
		Annual maintenance costs (labour and parts)	\$4.3M	\$4.35M	\$4.4M	\$4.45M
		How Well?				
		Operating costs/vehicle KM (incl. fuel) Municipal equipment (MBNCanada)	\$0.90	\$0.92	\$0.94	\$0.95
Fuel consumption light, medium, heavy on-road vehicles	1.83M litres	1.84M litres	1.84M litres	1.85M litres		
C. Plant more trees and better protect them from deforestation, invasive species, and other threats.	Kettle Creek Conservation Authority	How Much?				
		# of trees planted	55,000	55,000	50,000	50,000
	Lower Thames Valley Conservation Authority	How Much?				
		# of trees planted throughout watershed	130,000	140,000	150,000	150,000
	Planning	How Much?				
		Caliper sized trees planted on streets and in parks	4,500	5,500	6,500	7,500
		Smaller trees planted by community partners	10,500	12,000	13,500	15,000
Ash trees injected		384		375		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target	
		How Well?					
		Tree canopy cover % across urban area	23.7%	_____	_____	_____	
D. Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours.	EES	How Well?					
		# of stakeholder groups/ organizations engaged	44	46	48	50	
		# of community-based projects supported	6	7	7	8	
		# of community-based outreach events	28	29	30	31	
		Satisfaction with environmental program information (% satisfied or very satisfied)	70%	70%	70%	70%	
E. Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.	Kettle Creek Conservation Authority	How Much?					
		Shared GIS service partnerships established with neighbouring conservation authorities or partner organizations	4	6	8	10	
		How Well?					
			Maintain self-generated revenue to a minimum of 55% of total budget	60%	60%	60%	60%
	Lower Thames Valley Conservation Authority	How Much?					
		Hectares (ha) of wetlands created	15	20	25	30	
	EES	How Much?					
		% of London covered by Watershed Strategy	60%	65%	70%	75%	
	P&R	How Much?					
		Hectares of maintained parks and natural areas in the municipality per 100,000 population (MBNCanada)	2,657	2,667	2,677	2,700	
		All parkland in the municipality as a % of total area of the municipality (MBNCanada)	6.4%	6.5%	6.6%	6.7%	
		How Well?					
		A. Cost per hectare – parks and natural areas (MBNCanada)	\$4,300	\$4,400	\$4,500	\$4,600	
	Planning	How Much?					
		Total # of parks	456	466	474	482	
Hectares of Phragmites removed		_____	1.1 Ha	20.0 Ha	21.0 Ha		
Hectares of Buckthorn removed		_____	47.9 Ha	40.0 Ha	42.0 Ha		
Number of sites of other invasive species removed		_____	21	25	25		

	Upper Thames River Conservation Authority	How Well?				
		Watershed flood model update	_____	25% completion	50% completion	75% completion
		Natural areas expansion	_____	_____	_____	_____
F. Use new ways to help residents protect their basements from flooding.	EES	N/A	N/A	N/A	N/A	N/A

4. Beautiful places and spaces

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Invest in public spaces to be gathering places for more compact neighbourhoods.	Planning	N/A	N/A	N/A	N/A	N/A
B. Support more public art and continue maintaining what we own.	Planning/CMO	How Much?				
		# of studies/projects completed	_____	20	17	10
C. Create a more attractive city through urban design.	Planning	N/A	N/A	N/A	N/A	N/A
D. Invest in parks and recreation facilities and amenities.	P&R / NCFS	How Well?				
		# of residents using the new downtown dog park	_____	5,000	_____	_____
	P&R / NCFS	How Well?				
		Implement preventative maintenance program in facilities (# of sites per year)	5	5	5	5
		# of approved capital projects	162	157	130	130
		# of unplanned projects initiated by service area customers	250	250	250	250
E. Invest in making London's riverfront beautiful and accessible for all Londoners.	Planning	N/A	N/A	N/A	N/A	N/A

5. Responsible growth

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Finalize The London Plan.	Planning	N/A	N/A	N/A	N/A	N/A
B. Build new transportation, water, wastewater, and storm water infrastructure as London grows.	EES	How Much?				
		Engineering record drawings reviewed	610	620	630	640
		Plans filed with Master Plans Database	1,900	2,000	2,100	2,200
		City services records requests fulfilled (sewer/water, etc.)	750	775	800	825
		Individual land surveys completed	45	46	47	48
		Kilometers of roads surveyed and base plans prepared	23	24	25	26
		Intersections surveyed and record drawings prepared	20	20	20	20
		Custom GIS/graphics/mapping requests/projects completed	230	240	250	260
		Property information requests fulfilled	510	520	530	540
C. Buy property for flood protection purposes.	EES	N/A	N/A	N/A	N/A	N/A
D. Conserve agricultural land.	EES	N/A	N/A	N/A	N/A	N/A

6. Heritage conservation

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Protect and promote London's Thames Heritage River status.	Planning	N/A	N/A	N/A	N/A	N/A
B. Protect and celebrate London's heritage for current and future generations.	Planning	How Much?				
		Additional # of properties listed on the Heritage Register	2	2	2	2
		# of listed properties removed from the Heritage Register	2	2	2	2
		# of additional properties designated under Part IV of the Ontario Heritage Act	2	2	2	2
		Number of heritage alteration permits processed	45	50	50	50
		How Well?				
		# of Heritage Conservation District plans completed	0	2	1	1
		Total # of Heritage Conservation Districts and cultural heritage landscapes	8	11	12	13
		C. Total # of individually protected heritage properties (heritage designated)		327	329	331

2.3 STRATEGIC AREA OF FOCUS: GROWING OUR ECONOMY

1. Diverse and resilient economy

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Work with partners to develop a community economic strategy.	CMO	N/A	N/A	N/A	N/A	N/A
B. Buy and service industrial land to bring more jobs to London.	DCS/F&CS	N/A	N/A	N/A	N/A	N/A
C. Partner with the London Community Foundation on the “Back to the River Project.”	N/A	N/A	N/A	N/A	N/A	N/A
D. Support small businesses by improving City processes.	DCS	N/A	N/A	N/A	N/A	N/A
E. Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London.	CMO	How Much?				
		New initiative (London’s Community Economic Road Map 2015-2020)	_____	_____	_____	_____
		# of Road Map initiatives/actions identified	95	95	95	95
		# of Community Economic Road Map Summits delivered	1	1	1	1
		New Initiative (Lean Six Sigma Pilot Program)	_____	_____	_____	_____
		# of new LSS projects undertaken	16	15	15	15
		How Well?				
		% of Road Map initiatives/actions completed	12.5%	25%	50%	75%
	Community Improvement / Business Improvement Areas	How Much?				
		Total # of new loan applications received	10	8	8	8
		Total \$ value (000’s) of new loan applications received	\$260	\$210	\$210	\$210
		Total # of loan applications processed	18	15	15	15
		Total \$ value (000’s) of loan applications processed	\$675	\$564	\$564	\$564
		How Well?				
		Multiplier effect – Façade Loan Programs (ratio of private dollars invested to value of loan)	3	3	3	3
		Multiplier effect – Upgrade to Building Code Loan Programs (ratio of private dollars invested to value of loan)	3.5	3	3	3

	London Convention Centre	How Much?				
		Total Revenue	\$5,154,923	\$5,472,281	\$5,614,017	\$5,729,792
		% operational surplus of total revenue	0.0%	6.3%	7.0%	7.7%
		How Well?				
		Economic impact	\$19.0M	\$20.0M	\$20.8M	\$22.0M
	% change in guest satisfaction	+2.0%	+1.0%	+0.5%	+0.5%	
	Tourism London	How Much?				
		Jobs	7,300	7,300	7,300	7,300
		Economic impact	\$630M	\$630M	\$630M	\$630M
		How Well?				
		Overnight visitor statistics	\$1.8M	\$1.8M	\$1.8M	\$1.8M
	Website analytics	610,000	620,000	620,000	620,000	
	London Economic Development Corporation	How Much?				
		Attraction of new foreign direct investment and investment in local businesses through expansions	\$90M	\$90M	\$90M	\$90M
		How Well?				
Information requests and site selection proposals submitted		200	200	200	200	
Investment attraction seminars and sector promotion events/conferences supported	50	50	50	50		
F. Promote culture as a key part of economic growth and quality of life.	CMO	N/A	N/A	N/A	N/A	

2. Urban regeneration

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Invest in London's downtown as the heart of our city.	Covent Garden Market	How Much?				
		Tenant sales in \$ million	\$16.46	\$16.71	\$16.96	\$17.21
		How Well?				
		Market revenue (\$)/sq. ft. (47,500 sq. ft.)	\$30.97	\$31.48	\$32.03	\$32.52
		Market parking revenue (\$)/space (425 spaces)	\$2,158.35	\$2,184.24	\$2,210.35	\$2,237.65
	Civic Square parking revenue (\$)/space (457 spaces)	\$1,526.70	\$1,542.01	\$1,557.55	\$1,573.08	
	Planning/EES	How Much?				
		Monthly average of unique visitors to Dundas Place, counted through Wi-Fi enabled devices	43,240	45,000	45,000	45,000
Number of new targeted businesses (Dundas)		6	6	3	6	

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		Street-level storefront vacancy rate (Central London)	7.9%	7.9%	7.9%	7.9%
		Number of business frontages upgraded (Dundas)	2	0	3	4
		Number of planned events held (Dundas)	7	7	3	10
		Number of seasonal sidewalk patios (Dundas)	5	4	2	6
B. Create new partnerships to build, and support the building of, new affordable housing.	Housing Development Corporation, London (HDC)	How Much?				
		Combined total investment in affordable housing in the associated fiscal/calendar year (\$000's)	\$12,621	\$11,663	\$7,525	\$4,507
		# of affordable new rental housing units started in London & Middlesex	125	101	65	39
		Total # of new projects/developments started in associated year	3	3	2	1
		Land acquisition and servicing to leverage developments	_____	Target 3 strategic properties in 2017/2018	_____	_____
		Direct contributions toward new affordable rental housing	_____	50 additional affordable units	_____	_____
		How Well?				
		Total committed municipal allocation (does not include Middlesex projects) (\$000's)	\$4,341	\$2,000	\$2,000	\$2,000
		Average per unit municipal contribution	\$34,727	\$55,000	\$55,000	\$55,000
		Municipal capital contribution per month (over 30 year agreement) (\$)	\$96/month	\$154/month	\$154/month	\$154/month
C. Use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities.	Planning	N/A	N/A	N/A	N/A	N/A
D. Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.	Planning	N/A	N/A	N/A	N/A	N/A

3. Local, regional, and global innovation

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Use new and emerging technology to improve quality of life and grow London's economy.	CMO/All	N/A	N/A	N/A	N/A	N/A
B. Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy.	CMO	N/A	N/A	N/A	N/A	N/A

4. Strategic, collaborative partnerships

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Work better together for economic growth: Western Fair District, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders.	CMO	N/A	N/A	N/A	N/A	N/A
B. Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness.	CMO	N/A	N/A	N/A	N/A	N/A

C. Partner to develop strategic economic opportunities and research and development with the education sector including universities (Western, Brescia, Kings, Huron) and Fanshawe College.	CMO	N/A	N/A	N/A	N/A	N/A
D. Work with key partners to support the health and medical sectors.	CMO	N/A	N/A	N/A	N/A	N/A

5. Diverse employment opportunities

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Improve workforce recruitment, development, and retention by working with local and regional partners.	London Economic Development Corporation	How Much?				
		New job creation through attraction and expansions	1,200	1,200	1,200	1,200
B. Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.	HSSDH	N/A	N/A	N/A	N/A	N/A
C. Remove barriers to employment through the expansion of the City of London Internship Program.	HR & CS	N/A	N/A	N/A	N/A	N/A
D. Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce.	HSSDH	N/A	N/A	N/A	N/A	N/A
E. Attract and retain young talent.	CMO / HR & CS	N/A	N/A	N/A	N/A	N/A

2.4 Strategic Area of Focus: Leading In Public Service

1. Open, accountable, and responsive government

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council.	L&CS	How Much?				
		# of committees	15	16	16	16
		# of meetings/year	120	130	130	130
	CMO	How Much?				
		# of Twitter followers	30,000	35,000	40,000	45,000
		Visitors to www.london.ca	2.7 million	2.9 million	3 million	3.1 million
		How Well?				
# of City tweets and Facebook posts	1,900	2,000	2,100	2,200		
# of YouTube video views	44,000	49,000	54,000	59,000		
B. Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications.	CMO	N/A	N/A	N/A	N/A	N/A
C. Improve the City of London website so people can find what they want, when they want it, and how they want it.	CMO	N/A	N/A	N/A	N/A	N/A
D. Update the City's granting policy and process to non-profit organizations.	NCFS	How Much?				
		# of London Community Grants Program Multi-Year grants	_____	37	37	37
		# of London Community Grants Program Innovation grants	_____	1	7	10
		# of London Community Grants Program Capital grants	_____	4	5	7
		# of organizations receiving funding through the London Community Grants Program	_____	42	49	54
		How Well?				
		% of London Community Grants program municipal funding aligned with Strengthening our Community	_____	83%	82.5%	82%
		% of London Community Grants program municipal funding aligned with Building a Sustainable City	_____	8.7%	9.2%	9.3%
% of London Community Grants program municipal funding aligned with Growing our Economy	_____	8.3%	8.3%	8.7%		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
E. Explore opportunities for electoral reform.	L&CS	How Much?				
		Voter turnout <ul style="list-style-type: none"> • Voter turnout in 2014 was 43.2% • Voter turnout in the City of London is following provincial trends 	Non-election year	Non-election year	44%	Non-election year
		# of hours beyond poll closure until first round results (2018) <ul style="list-style-type: none"> • Tabulation in 2014 was conducted in-poll and consolidation of results was completed in 3hours • The 2018 forecast is first round of counting in ranked ballot voting for municipal office and final results for school boards. 	Non-election year	Non-election year	4.0 to complete first round of counting. Number of hours required for additional rounds cannot be determined at this time	Non-election year
		How Well?				
		% of calls answered during the election month before the threshold <ul style="list-style-type: none"> • In 2006, this was 73.54%. • In 2010, this was 95% and this was achieved by adding an additional staff member and queue line to provide for more efficient customer service. • In 2014, this was 94.02%. The same staff complement and queue lines were implemented in 2014. 	Non-election year	Non-election year	80%	Non-election year

2. Innovative and supportive organizational practices

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Operate as a values based organization.	HR & CS	How Much?				
		# of human rights inquiries/ requests	4	4	4	4
		# of human rights formal complaints (investigations)	4	4	4	4
		# of code of conduct inquiries/requests	20	20	20	20
		# of code of conduct based formal complaints (investigations)	20	15	15	15
		# of workplace violence inquiries/requests	1	1	1	1
		# of workplace violence formal complaints (investigations)	2	2	2	2
		How Well?				
		# of human rights informal complaints (resolutions)	2	2	2	2
		# of code of conduct informal complaints (resolutions)	14	14	16	16
# of workplace violence informal complaints (resolutions)	0	0	0	0		
B. Use innovative and best practices in all organizational and management activities.	HR & CS	How Much?				
		Grievances referred to human resources	120	120	120	120
		# of WSIB incidents/claims	700	710	720	730
		# of short-term/long-term disability claims open	160	165	170	175
		How Well?				
		Grievances referred to arbitration	60	60	60	60
		% of employees returning to work following WSIB incident/claim	99%	99%	99%	99%
		Average annual WSIB hours per employee	11	11	11	11
		# of short-term/long-term disability claims closed	110	115	120	125
		Average annual STD hours per employee	15	15	15	15
	Average annual paid sick hours per employee (MBNCanada)	61	61	61	61	
	F&CS	How Much?				
		# of records of employment processed	1,500	1,500	1,500	1,500
		How Well?				
		# of manual cheques issued/voided	80	75	75	75
	Electronic fund transfers (ETF) to 3 rd party	142	168	194	220	
	L&CS	How Much?				
		Total hours in session Council/committees	825	825	825	825
		Total # of meetings	270	270	270	270
	L&CS	How Much?				

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		Council/committee meetings	30/104+	30/104+	30/104+	30/104+
		Administrative support queue line phone calls answered	4,000	4,100	4,100	4,200
		Incoming emails (Councillors)	139,600	140,000	140,000	140,000
		How Well?				
		Average phone answer delay (seconds)	10	8	8	8
	CMO	How Much?				
		Total # of "How are we doing it?" strategies in Council's Strategic Plan completed	44	31	49	77
		% of "How are we doing it?" strategies in Council's Strategic Plan completed	19%	14%	22%	34%
		Cumulative % of "How are we doing it?" strategies in Council's Strategic Plan completed	30%	44%	66%	100%
		# of agenda items dealt with by the Senior Leadership Team and Operations Management Team	340	340	340	340
	L& CS (Mayor's Office)	How Much?				
		# of mail and e-mail items logged	20,000	20,000	20,000	20,000
		# of phone calls answered per month	150	150	150	150
	EES	How Much?				
		Total calls to Dispatch – Operations focused	34,900	35,000	35,250	35,500
		Total calls to Dispatch – External Customer (public) focused	11,100	11,500	11,725	12,000
		How Well?				
		Average call waiting time for "after hour" public service calls	<10 min	<10 min	<10 min	<10 min
		Total number of dropped "after hours" public service calls	<2%	<2%	<2%	<2%
		% of Utility Locate Request Applications processed within 24 hours of initiation	95%	95%	95%	95%
	L&CS	How Much?				
		# of new boxes stored – On-site and at command	1,900	2,100	2,200	2,300
		How Well?				
	L&CS	# of MFIPPA requests completed within 30 days	170	180	190	200
		How Much?				
		Charges received (MBNCanada)	45,000	47,000	50,000	50,000
		Collection agency fee recovery (\$)	85,000	85,000	85,000	85,000
How Well?						
	% of charges keyed	30%	30%	30%	30%	
	Collection agency cost recovery rate	25%	25%	25%	25%	

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
	L&CS	How Much?				
		# of burial permits issued	3,300	3,300	3,300	3,300
		# of marriage licenses issued	1,600	1,600	1,600	1,600
		# of wedding ceremonies officiated	400	400	400	400
		How Well?				
		Amount of proceeds raised and monitored for local charities and non-profit organizations for the London community through lottery licensing (\$)	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000
		# of lottery licences issued to charitable organizations	1,088	1,032	1,100	1,100
	F&CS	How Much?				
		# of ITS customer service requests and incidents	22,500	23,000	23,250	23,500
		First call resolution	26%	28%	29%	30%
		# of ITS projects completed	40	42	45	47
		# of visits to www.london.ca	3.3 million	3.4 million	3.5 million	3.6 million
		# of computer replacements	400	600	800	600
		Server virtualization percentage	92%	93%	94%	94%
		How Well?				
		Customer service request and incident satisfaction rating	97%	97%	97%	98%
		Average wait time in ITS phone queue (mins)	1.0	1.3	1.2	1.2
		System availability (excluding planned downtime)	99.94%	99.95%	99.95%	99.96%
		Average duration to resolve an incident (hours)	4.2	4.0	3.9	3.8
		Average duration to complete a service request (hours)	7.2	7.2	7.1	7.1
	L&CS	How Much?				
		Customer Service: # of phone calls	55,000	50,000	45,000	40,000
		Process corporate mail – \$ postage processed	\$814,940	\$857,480	\$902,240	\$949,337
		Process courier service – \$ courier processed	\$113,800	\$116,053	\$118,351	\$120,694
		How Well?				
		Average answer delay – on phones (seconds)	10	10	10	10
		Maximum answer delay – on phones (minutes)	10	5	5	5
	NCFS	How Much?				
		# of client interactions supported through Service London Business	1,300	1,400	1,500	1,600
		How Well?				
		Customer satisfaction with overall quality of service delivery	84%	84%	84%	84%
		Customer satisfaction with accessibility of services	83%	83%	83%	83%
		Customer satisfaction with time it takes to receive services	79%	79%	79%	79%

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
		Customers who received needed service or support	72%	72%	72%	72%
	P&R (Cafeteria)	How Much?				
		# of transactions per year	37,000	37,000	37,000	37,000
		Average revenue/ business day	\$1,250	\$1,300	\$1,350	\$1,400
		How Well?				
		Average cost /transaction	\$11.00	\$11.25	\$11.50	\$12.00
		Average revenue/transaction	\$8.00	\$8.25	\$8.50	\$8.75
C. Enhance corporate and community safety by preparing for and responding to security risks and emergency events.	F&CS	How Much?				
		# of guard hours provided	36,800	38,000	38,500	39,000
		# of incident responses	4,800	5,000	5,200	5,400
		# of observed incidents	380	400	420	440
		# of service requests	3,500	3,500	4,000	4,000
		How Well?				
		% of incidents closed	100%	100%	100%	100%
		% of service requests completed	100%	100%	100%	100%
	F&CS (Risk Management)	How Much?				
		# of Claims handling	940	940	950	950
		# of Insurance policies	40	40	40	40
		# of Contract reviews	250	250	250	250
		# of Manage certificates of insurance	2,500	2,500	2,500	2,500
		# of Subrogation claims	110	110	110	110
		# of Corporate training	12	15	15	15
		How Well?				
		Annual insurance renewal premiums (\$000's)	\$2,400	+12%	+10%	+10%
		Self insurance reserve fund contributions (\$000's)	\$3,425	\$3,665	\$3,921	\$4,125
Revenue from subrogation claims (\$000's)	\$195	\$205	\$205	\$205		

3. Proactive financial management

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers.	F&CS (Purchasing)	How Much?				
		Purchase orders (MBNCanada)	20,500	21,000	21,500	22,000
		B. Inventory issues	38,500	39,100	39,500	40,000
		How Well?				
		Average # of bids per bid call (MBNCanada)	4.0	4.1	4.2	4.3
		Inventory turns (MBNCanada)	2.35	2.8	3.0	3.1
		Centralized purchasing division operating costs per \$1,000 municipal purchases (operating and capital) for goods and services (MBNCanada)	\$5.50	\$5.60	\$5.70	\$5.80
		Operating cost for stores/dollar of inventory value (MBNCanada)	\$776,000	\$788,000	\$793,300	\$795,600
		How Much?				
		# of property tax accounts	148,000	149,000	150,000	151,000
		How Well?				
		# of property tax accounts per staff person	6,852	6,898	6,944	6,990
		Taxes receivable as a % of tax levy (MBNCanada)	2.3%	2.3%	2.3%	2.3%
		How Much?				
		Accounts payable transaction lines processed	141,000	142,000	143,000	144,000
		# of accounts payable cheques issued	25,500	25,000	24,500	24,000
		# of electronic fund transfers processed	7,000	7,200	7,400	7,600
		How Well?				
		Cost of accounts payable function per invoice paid (MBNCanada)	\$7.50	\$7.60	\$7.70	\$7.80
		Cost of accounts receivable function per invoice	\$23.50	\$24.00	\$24.50	\$25.00
% of accounts receivable billings over 90 days	30%	25%	25%	25%		
Dollars in supplier discounts taken through accounts payable	\$80,000	\$82,000	\$84,000	\$86,000		
B. Make sure that financial issues are not created and pushed to the future, creating problems for future generations.	F&CS	How Much?				
		\$ in debt under administration (in millions)	\$312.3	\$334.3	\$356.9	\$370.4
		\$ in reserve funds (in millions)	\$216.4	\$227.0	\$236.1	\$239.6
		Increase in square footage of City owned properties	149,372	239,372	239,372	239,372
		How Well?				
		Debt service as a % of total corporate expenditures	4.5%	4.3%	4.3%	4.4%
Contribution to capital reserve funds as a % of total corporate	2.7%	2.8%	2.9%	3.0%		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target	
		expenditures (tax support)					
		% of life cycle renewal projects funded from capital levy	35.7%	45.0%	43.4	47.3%	
		Debt financing as a % of total capital budget (tax supported)	15%	13%	15%	13%	
	Other Related Financing	How Much?					
		Reduced reliance on budget on OBCR as permanent source of financing (\$000's)	\$3,145	\$3,089	\$2,250	\$1,950	
		How Well?					
		Rate of return greater than bank rate basis points	5	5	5	5	
C. Create, explore, and implement new technologies or technology improvements to assist in the management of: <ul style="list-style-type: none"> Corporate assets Financial and reporting systems Billing systems 	F&CS	How Much?					
		# of asset areas with documented asset management inventory and condition data in a recognized asset management software system	2	6	14	14	
		# of asset areas with documented asset management level of service data	2	6	14	14	
		# of asset areas with documented asset management risk data	2	6	14	14	
		# of asset areas with individual asset management plans	0	2	6	14	
		How Well?					
		% asset replacement value in fair or better condition	75%	75%	75%	75%	

4. Collaborative, engaged leadership

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners.	CMO	How Much?				
		Meetings with Ministers/ MPs/MPPs	25	25	30	25
		Organize City of London submissions to federal/ provincial consultations, committee appearances, local roundtables, etc.	10	10	5	10
		Substantive meetings with Southwest Ontario municipal governments on issues of regional importance	3	4	4	4
		How Well?				
		% of Strategic Plan priorities showing positive momentum in federal/provincial announcements, statements and initiatives	_____	_____	_____	_____

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
B. Maximize openness and transparency in Council decision making.	Council	N/A	N/A	N/A	N/A	N/A
C. Review Council's governance structure.	N/A	N/A	N/A	N/A	N/A	N/A
D. Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct.	Council	Number of complaints received	Appointed May 2016	_____	_____	_____

5. Excellent service delivery

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
A. Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.	Overall Service Delivery	How Well?				
		% of Londoners satisfied with the overall level of City services	90%	87%	90%	90%
		% of Londoners satisfied with the quality of service delivery	84%	84%	84%	84%
		% of Londoners satisfied with the accessibility of services	83%	80%	83%	83%
B. Deliver great customer experiences to residents, businesses, and visitors: <ul style="list-style-type: none"> Innovative service delivery models Improved access through web, phone, and in person Innovative technology 	Overall Service Delivery	How Well?				
		% of Londoners who reported that staff were courteous	87%	91%	89%	89%
		% of Londoners who reported they were treated fairly	86%	85%	86%	86%
		% of Londoners who reported staff were knowledgeable	84%	86%	86%	86%
C. Make strategic decisions about our long-term space needs and service delivery locations.	Realty Services	How Much?				
		Property acquisitions (fee simple, easements)	80	100	120	120
		Lease/license agreements	110	125	135	150
		How Well?				
		Property acquisitions – % by amicable agreement	95%	95%	95%	95%
Lease/license agreements – % executed	98%	100%	100%	100%		

What are we doing?	Service Area	Measure	2016 Target	2017 Target	2018 Target	2019 Target
D. Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.	CMO	N/A	N/A	N/A	N/A	N/A

**APPENDIX C
STRATEGIC PLAN MEASUREMENT TOOL**

Strategic Area Of Focus: _____

1. "Sub Strategic Area of Focus"

What are we doing?	Service Area	Measure	2015 Actual	2017 Forecast	2017 Actual	2017 Difference	# and % Change 2015-2017
		How Much?					
		How Well?					
Success Stories From "Year":							
Challenges Experienced in "Year":							
Solutions To Be Implemented In "Year":							

APPENDIX “D”

Recommended Strategic Plan Reporting Cycle

	February	May	July	November
Progress Report		✓		✓
Variance Report	✓		✓	
Report to the Community				✓
Performance Report				✓
Impact Assessment *				✓
* The impact assessment is not an annual report, it will be completed once every four years)				

January 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 CITY HALL CLOSED NEW YEAR'S DAY	2	3	4	5
6	7 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	8 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	9	10	11	12
13	14	15 COUNCIL 9:30 AM	16	17 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM Public Participation Meeting Water, Wastewater, Operating and Capital Budgets	18	19
20	21 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	22 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	23	24 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM Budget Discussion	25	26
27	28 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM Budget (if needed)	29 COUNCIL 9:30 AM	30	31		

February 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	5 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	6 AUDIT COMMITTEE 12 PM	7	8	9
10	11 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	12 COUNCIL 9:30 AM (Budget Approval)	13 DEARNESS COMMITTEE OF MANAGEMENT 12 PM	14	15	16
17	18 CITY HALL CLOSED FAMILY DAY	19 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	20	21	22	23
24 2019 OGRA ANNUAL CONFERENCE	25 2019 OGRA ANNUAL CONFERENCE	26 2019 OGRA ANNUAL CONFERENCE COUNCIL 9:30 AM	27 2019 OGRA ANNUAL CONFERENCE	28		

March 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	5 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	6	7	8	9
10	11	12	13	14	15	16
MARCH BREAK WEEK						
17	18 CIVIC WORKS COMMITTEE 9:30 AM (if needed)	19 COUNCIL 9:30 AM	20	21	22	23
24	25 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	26 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	27	28	29	30
31						

April 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 CIVIC WORKS COMMITTEE 9:30 AM (if needed)	2 COUNCIL 9:30 AM	3	4	5	6
7	8 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	9 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	10	11	12	13
14	15 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	16 COUNCIL 9:30 AM	17	18	19 CITY HALL CLOSED GOOD FRIDAY	20
21	22 CITY HALL CLOSED EASTER MONDAY	23 PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	24	25	26	27
28	29	30 COUNCIL 9:30 AM				

May 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	7 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	8	9	10	11
12	13 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	14 COUNCIL 9:30 AM	15	16	17	18
19	20 CITY HALL CLOSED VICTORIA DAY	21 PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	22 DEARNESS COMMITTEE OF MANAGEMENT 12 PM	23	24	25
26	27 CIVIC WORKS COMMITTEE 9:30 AM (if needed)	28 COUNCIL 9:30 AM	29	30 FCM ANNUAL CONFERENCE	31 FCM ANNUAL CONFERENCE	

June 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1 FCM ANNUAL CONFERENCE
2 FCM ANNUAL CONFERENCE	3 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	4 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	5	6	7	8
9	10	11 COUNCIL 9:30 AM	12	13	14	15
16	17 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	18 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	19 AUDIT COMMITTEE 12 PM	20	21	22
23	24	25 COUNCIL 9:30 AM	26	27	28	29
30						

July 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 CITY HALL CLOSED CANADA DAY	2	3	4	5	6
7	8 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	9	10	11	12	13
14	15 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	16 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	17	18	19	20
21	22	23 COUNCIL 9:30 AM	24	25	26	27
28	29	30	31			

August 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5 CITY HALL CLOSED CIVIC HOLIDAY	6 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	7	8	9	10
11	12 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	13 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	14	15	16	17
18 AMO ANNUAL CONFERENCE	19 AMO ANNUAL CONFERENCE	20 AMO ANNUAL CONFERENCE	21 AMO ANNUAL CONFERENCE	22	23	24
25	26	27 COUNCIL 9:30 AM	28	29	30	31

September 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 CITY HALL CLOSED LABOUR DAY	3 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	4 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	5	6	7
8	9 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM	10 COUNCIL 9:30 AM	11 AUDIT COMMITTEE 12 PM	12	13	14
15	16 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	17	18 DEARNESS COMMITTEE OF MANAGEMENT 12 PM	19	20	21
22	23	24 COUNCIL 9:30 AM	25	26	27	28
29	30 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM					

October 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	2	3	4	5
6	7 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30	8 COUNCIL 9:30 AM	9	10	11	12
13	14 CITY HALL CLOSED THANKSGIVING DAY	15 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	16	17	18	19
20	21	22 COUNCIL 9:30 AM	23	24	25	26
27	28 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	29 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	30	31		

November 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5 COUNCIL 9:30 AM	6 AUDIT COMMITTEE 12 PM	7	8	9
10	11 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	12 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30	13 DEARNESS COMMITTEE OF MANAGEMENT 12 PM	14	15	16
17	18	19 COUNCIL 9:30 AM	20	21	22	23
24	25 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	26 CIVIC WORKS COMMITTEE 9:30 AM COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:30 PM	27	28	29	30

December 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 COUNCIL 9:30 AM	4	5	6	7
8	9 CORPORATE SERVICES COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:30 PM	10 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30	11	12	13	14
15	16	17 COUNCIL 9:30 AM	18	19	20	21
22	23	24 CITY HALL CLOSED	25 CITY HALL CLOSED CHRISTMAS DAY	26 CITY HALL CLOSED BOXING DAT	27	28
29	30	31 CITY HALL CLOSED				