

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

18th Meeting of the Strategic Priorities and Policy Committee

June 20, 2023

4:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

### Members

Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelosa, D. Ferreira, S. Hillier

The City of London is committed to making every effort to provide alternate formats and communication supports for meetings upon request. To make a request specific to this meeting, please contact [SPPC@london.ca](mailto:SPPC@london.ca) or 519-661-2489 ext. 2425.

Pages

### 1. Disclosures of Pecuniary Interest

### 2. Consent

- |     |  |     |
|-----|--|-----|
| 2.1 | June Progress Update - Health and Homelessness Whole of Community System Response            | 3   |
| 2.2 | Core Area Action Plan 2022 Review  | 12  |
|     | a. <i>(ADDED) D. Brown, Coordinator, Midtown Community Organization</i>                      | 50  |
| 2.3 | London Economic Development Corporation (LEDC) Activity Report Update 2022                   | 51  |
| 2.4 | London Community Recovery Network - Update Report 2020-2022                                  | 95  |
| 2.5 | London Community Grants Program Innovation and Capital Funding Allocations (2023)            | 193 |
| 2.6 | Anti-Hate Response Pilot Agreement with Ontario Ministry of Citizenship and Multiculturalism | 200 |
| 2.7 | 5th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee      | 241 |

### 3. Scheduled Items

- |     |  |     |
|-----|--|-----|
| 3.1 | Not to be heard before 4:05 PM - London Hydro Inc. - 2022 Annual General Meeting of the Shareholder Annual Resolutions | 243 |
|-----|--|-----|

a.	Presentation - London Hydro Inc.	251
b.	London Hydro Inc. 2022 Annual Report on Finance	267
c.	London Hydro Inc. Draft Shareholder Resolution	302
3.2	Not to be heard before 4:05 PM - London and Middlesex Community Housing - 2022 Annual General Meeting of the Shareholder Annual Resolutions	304
a.	Presentation - London and Middlesex Community Housing	309
b.	London and Middlesex Community Housing Financial Statements and Independent Auditor's Report for the Year Ended December 31, 2022	326
c.	London and Middlesex Community Housing 2022 Annual Report - Building for the Future	341
3.3	Not to be heard before 4:05 PM - Housing Development Corporation, London (HDC) - 2022 Annual General Meeting of the Shareholder Annual Resolutions	361
a.	Housing Development Corporation, London Financial Statements and Independent Auditors' Report for the Year Ended December 31, 2022	363
b.	Housing Development Corporation, London - 2022 Year End Report to the Shareholder	382
3.4	Public Participation Meeting - Not to be heard before 4:45 PM - 2024 Growth Management Implementation Strategy (GMIS) Update	392
a.	A. Beaton and S. Levin, Urban League of London	418
b.	<i>(ADDED) Presentation</i>	419
c.	<i>(ADDED) P. Masschelein, Senior Vice President, Neighbourhood Developments and J. Diotte, Manager, Engineering, Neighbourhood Developments, Sifton</i>	443
d.	<i>(ADDED) P. Masschelein, Senior Vice President, Neighbourhood Developments, Sifton</i>	449
<b>4.</b>	<b>Items for Direction</b>	
4.1	Lower Thames Valley Conservation Authority (LTVCA) and Kettle Creek Conservation Authority (KCCA) - Ministry of Natural Resources and Forestry	451
a.	Consideration of Appointment to the Lower Thames Valley Conservation Authority (Requires 1 Council Member)	
b.	Consideration of Appointment to the Kettle Creek Conservation Authority (Requires 2 Council Members)	
<b>5.</b>	<b>Deferred Matters/Additional Business</b>	
<b>6.</b>	<b>Adjournment</b>	

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members, Strategic Priorities and Policy Committee  
**From:** Kevin Dickins, Deputy City Manager, Social and Health Development  
**Subject:** June Progress Update – Health & Homelessness Whole of Community System Response  
**Date:** June 20, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the June Progress Update – Health & Homelessness Whole of Community System Response Report **Be Received** for information.

## Executive Summary

The purpose of this report is to provide an update on the progress made since the last report received at the May 9<sup>th</sup>, 2023, Strategic Priorities and Policy Committee and subsequently the May 16<sup>th</sup>, 2023, Municipal Council meeting related to the endorsed Health and Homelessness Whole of Community System Response. The efforts of the Whole of Community System Response has moved into the system implementation process. Since the last report to Council there have been multiple working sessions at the Strategy and Accountability Table, Hubs Implementation Table, and the Housing Implementation Table activated.

As efforts to develop the implementation plan for the System Response continue, detailed milestones and timelines for several aspects of the System Response have been identified, including a targeted date to bring forward an implementation plan for the first 5 (five) 24/7 Hubs to Council, a detailed community engagement strategy, including the establishment of the Business and Development Reference Tables, to inform the Hubs plan. As well, additional implementation tables, such as the Workforce Development Table, are being established.

This report also provides a brief update on the ongoing advocacy efforts with other levels of government in an effort to access financial supports to implement the Health and Homelessness Whole of Community System Response.

## Linkage to the Corporate Strategic Plan

### Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- Decreased number of Londoners at risk of or experiencing homelessness
- Improved safety in London's shelters system

### Wellbeing and Safety

- Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life
- Housing in London is affordable and attainable

### Links to Community Recovery

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep, and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness to attain and retain

permanent housing. This work supports recovery efforts through a coordinated response that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing.

## Analysis

### 1.0 Previous Reports Related to this Matter

- May Progress Update – Health & Homelessness Whole of Community System Response (SPPC; May 09, 2023)
- Update – Whole of Community System Response Implementation (SPPC: April 18, 2023)
- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC: February 28, 2023)

### 2.0 Background Information

#### 2.1 Moving Forward with Implementation

As reported in the May progress update, the City of London is experiencing a crisis in the collective ability across many sectors to provide timely and appropriate supports for people experiencing the impacts associated with the health and homelessness crisis. On March 8, 2023, Council endorsed the Whole of Community System Response. On May 9, 2023, Council was updated on the implementation framework, shared again below as a reference, that is guiding the work of the system and the participating organizations. Since that time, leaders across various sectors have been meeting to move the implementation planning forward and begin advancing on the goals of creating highly supportive housing units and launching 24/7 Hubs in 2023.



Figure 1 Implementation Framework

Between the SPPC meetings held on May 9, 2023, and June 20, 2023, three tables have held working sessions. The following section provides an overview of their activities emerging from those meetings.

### **Strategy and Accountability Table:**

The Strategy and Accountability table has responsibility for guiding the overall implementation of the whole of community system response and is populated by leaders from all organizations who are collaborating on system implementation. This table held meetings on May 11, 2023, May 31, 2023, and at time of report submission will be meeting on June 15, 2023. These sessions have been productive in setting the course for much of the work that needs to occur at the various implementation tables over the next few months.

The Strategy and Accountability table will be co-chaired by Scott Courtice, Executive Director from London InterCommunity Health Centre, and City Manager Lynne Livingstone.

In addition to identifying the leadership for the implementation tables, the Strategy and Accountability table has established foundational frameworks to support the implementation planning work. This includes establishing a Lived and Living Experience engagement and compensation framework to assist in the design of the 24/7 Hubs and other implementation work. As part of the critical commitment to a people centric system (focused on those the system serves as well as those working within the system), this framework will help make sure the voices of those with lived and living experience of homelessness are captured, but also compensated for the value it brings.

The Strategy and Accountability Table also established a framework for supporting the contributions of frontline workers and providing assistance to overcome barriers to that participation. The principle-based approach is that the system needs the voice of frontline staff to inform the work at the implementation tables. For some organizations this means when their staff participate in an implementation table meeting, they must hire relief or casual staff to fill in for them so that those they care for continue to receive service. The Strategy and Accountability table reached consensus that there may be some organizations where the hiring of relief staff is a financial barrier or strain on operations. To mitigate this, a framework has been endorsed for those organizations that self-identify as having a need to participate in this framework. Lead organizations are being identified to administer both of these frameworks.

The Strategy and Accountability table is also reviewing changes to the commitment to collaborate better to support a more inclusive and broad representation approach for business and economic partners.

The Strategy and Accountability Table also supported a comprehensive community engagement strategy to seek input in support of the Hub Implementation Table's planning work. That community engagement strategy is outlined in the Hubs Implementation Table section of this report.

The Strategy and Accountability Table will continue to meet beyond the scheduled June 15, 2023, meeting, including for the review and finalization of a 24/7 Hubs plan in July and through the end of September to oversee the transition to operationalizing Hubs which will include bringing forward recommendations to Council on the opening of Hubs later in the year. The work of the various implementation tables will feed back into the Strategy and Accountability table for consensus building and direction on progress efforts.

## **Hubs Implementation Table:**

The Hubs Implementation Table has held meetings on May 25, 2023, and June 9, 2023, and has identified future meetings for June 19, 2023, June 29, 2023, and July 6, 2023, in order to design and finalize a Hubs plan in advance of the July SPPC meeting. The work of the Hubs table will be informed by the direct engagement with the community through in-person engagement sessions and online feedback. The work will also be informed by perspectives from those with Lived and Living Experience, those that participate in the Business Reference Table engagement sessions and the Development Reference Table sessions as well.

The Hubs table is focusing on clearly defining the core service functions that are to be provided in the Hubs, establishing defined standards of care for services inside the Hubs and outside the space, criteria for consideration on where Hubs can be best located, criteria for where Hubs should not be located, and the coordinated entry points into the Hub system through coordinated outreach and one-number to call. This work, and other Hub related priorities will form a comprehensive plan that will ultimately come to Council in July for review and direction to implement. The goal remains to open 5 Hubs in 2023 with the goal of expanding in the coming years.

A key piece of the work is the determination of the criteria for the location of Hubs, and this must be informed by community engagement. The intent of the robust community engagement is to provide an opportunity for the public to learn about the whole of community system response and to ensure the public is provided an opportunity to provide input on implementation including the very important criteria that will influence the Hubs plan that comes to Council in July. Through the launch of an online Get Involved Survey through the City of London website on June 9 the public can offer their thoughts on what they think is important criteria to consider when determining the location of Hubs, the important criteria for where Hubs should not be located, and how Hubs can be good neighbours and welcomed as good neighbours in their neighbourhood. On the Get Involved site, residents can find access to helpful information and receive some educational overview about the System Response in general.

Following the launch of the online tool, in-person neighbourhood-based events have or will occur to again provide a level of community education and awareness and to gather input on the design process for Hubs. The community engagement plan will see events held at the following dates, times, and locations:

### **June 14, 2023, 7:00-8:00pm**

North – Canada Games Aquatic Centre

South – South London Community Centre

### **June 15, 2023, 7:00-8:00pm**

West – Byron Community Centre

East – East Lions Community Centre

### **June 26, 2023, 7:00-8:00pm**

Central – Kiwanis Seniors and Community Centre

While having an online participation option and in-person engagement sessions are critical to our process to implement Hubs this year, so too is ensuring the voices of the Business Community and the Developer sector is captured to inform the process as well. To do this, the following will also occur in June.

### **Business Reference Table:**

This reference table which has been identified as part of the implementation framework will be launched and multiple sessions (targeting three before end of June) will be held to solicit input directly from various business members and in partnership with Business Improvement Associations and the Chamber of Commerce. The Table will be initially co-chaired by a member Chamber of Commerce and the Old East Village Business Improvement Association.

The Table will be supported by the System Response Backbone Team, the frequency and meeting method will be co-designed with the chairs.

### **Developers Reference Table:**

The Developers Reference Table will also be launched in June to seek input on the same criteria as the community and businesses, noting for each subject matter expert group that is engaged, including the general public, the responses will vary and will be beneficial in ensuring the Hubs Implementation Table compiles a plan that is whole of community informed. This table will be chaired by the London Development Institute.

This reference table will also be supported by the System Response Backbone Team.

### **Highly Supportive Housing:**

The Housing Implementation Table has been meeting to focus on the goal of creating 100 highly supportive housing units in 2023. This table has been meeting on June 1, June 14, and will be meeting on June 28<sup>th</sup> and again throughout July, August and into September.

The Housing Table has been working on three primary objectives in the early goings which include developing a definition around what highly supportive housing means for London and the standards of care required for it to meet the needs of the highest acuity individuals in our community; how highly supportive housing work will interface with the Hub system and what design functions are needed to provide optimal care; as well, what existing projects or partnerships are currently in the pipeline that will help achieve the housing goal and can be (re)aligned to the Whole of Community System Response.

Already the City has worked to realign housing projects to support the System Response through the partnership with Indwell at 403 Thompson Road which received Council approval on June 7, 2023.

## **2.2 Other Whole of Community System Components**

While there are tables already operating at the time of writing this report, there are several other activities that are in the final preparation stages or happening in parallel to the system response which are moving quickly and working to address the successful advancement of the System Response. These efforts include the following:

### **Encampment Strategy:**

Efforts continue to focus on tangible efforts that can be taken to address the health and safety concerns surrounding those living unsheltered in encampments. The effort of homeless serving agencies to collaborate on new and better ways to support the community has culminated in a series of responses phased out over the next 90 days. The first iteration of that planning is being presented at the June 13<sup>th</sup> Community and Protective Services Committee. Additional measures may be brought forward as plans continue to evolve and will begin to align directly with the overall system response,

meaning more linkages to the Strategy and Accountability Table, and regular updates through the monthly SPPC process.

### **Workforce Development Implementation Table:**

The sustainability of a coordinated and multi-sectoral System Response will rely on having a clear workforce development strategy. The scoping of this table is happening, and a draft term of reference has been produced. The table will aim to address the acute and immediate pressures and impacts facing the health and homelessness serving sectors, but also look to future state for the system at what competencies may be needed for collaborative, interprofessional, and multidisciplinary service delivery teams including the supports and structure needed for those teams to be successful.

The Workforce Development table is included in the implementation framework and recognized early in the summit process as a foundational component to a successful system. Efforts and experts are needed to formulate clear paths for defining elements from compensation including wage and benefits for varying system roles to identifying the staffing and caseload ratios required to maintain core functions of an operating Hub. Emotional supports, training, and access to best practices for establishing a coordinated process for debriefing the service delivery teams after critical incidents and traumatic loss will be items the table may explore as well, given the voices heard from frontline staff to date.

The Workforce Development table will explore and build out a number of pivotal elements like these through their work together. A Co-Chair has been selected and the table aims to launch in mid-June.

### **Indigenous Led Response**

To ensure a culturally safe response that is appropriate for Indigenous community members, we will follow the lead of Indigenous colleagues and support an Indigenous-led system response, which is not designed in a colonial way and respects the deep knowledge and consultation already inherent in the Giwetashkad Strategy, and the intention to honour all relations in defining next steps.

There is a commitment to Indigenous representation in overall system governance and implementation co-design, and a commitment to recognizing that the definition of Indigenous homelessness is separate and distinct from the common colonialist definition of homelessness.

### **2.3 Next Steps**

Civic Administration will bring forward a detailed Hubs Plan to the July 19<sup>th</sup> SPPC meeting. This plan will be informed by and directly encompass the feedback received throughout the engagement process in the community with residents both online and in-person, individuals with Lived and Living Experience, frontline and leadership staff from multiple sectors participating in the Hubs Implementation Table, and representatives from the Business and Development communities.

The Hubs Plan will also be presented alongside the thematic review and summary of the feedback received through the community engagement process.

As well, throughout 2023 and into 2024, Civic Administration will work to align existing Municipal plans and resources to the work of the new Health and Homelessness System. This will include the establishment of an internal enterprise-wide, across all departments, group of plan holders to lead this work.



## **2.4 Government Relations and Advocacy Efforts**

Since the May Progress Report to Council, Civic Administration continues to engage decision-makers at other levels of government on the Whole of Community System Response. As the community continues efforts to move the implementation plan forward, the Government and External Relations Division focused on strengthening and enhancing relationships with key provincial decision-makers and influencers in the Ministries of Municipal Affairs and Housing, Health, Finance, and the Office of the Premier.

Significant efforts are also underway to explore the existing federal and provincial program and policy environment to explore and develop opportunities for in-year investments to support London's Whole of Community System Response. This work will inform the continued development effective community advocacy strategies based on the System Response implementation framework and to position requests to other governments for high-impact opportunities such as the upcoming Association of Municipalities of Ontario (AMO) Annual Conference taking place in London in August 2023.

## **3.0 Financial Impact/Considerations**

### **Funding Asks:**

The Strategy and Accountability table has endorsed a recommendation to seek funding from the Fund For Change through the London Community Foundation for the purpose of implementing a participation and compensation framework for those with Lived and Living Experience in order to inform the Hubs design process. The Fund will also be asked to support the creation of a Frontline Staff participation framework for those agencies that self-identify a need for support. These two components are principle-based, and community led steps that uphold the values of the Whole of Community System Response and reflect the implementation framework.

**Recommended by:** Kevin Dickins, Deputy City Manager Social Health Development

**Cc:**  
**Lynne Livingstone,** City Manager  
**Scott Mathers,** Deputy City Manager, Planning and Economic Development  
**Kelly Scherr,** Deputy City Manager, Environment, and Infrastructure  
**Anna Lisa Barbon,** Deputy City Manager, Finance Supports  
**Barry Card,** Deputy City Manager, Legal Services  
**Cheryl Smith,** Deputy City Manager, Neighbourhood and Community-Wide Services

## Appendix A

This appendix provides a more detailed outline of the functions of the Strategy and Accountability Table and the initial implementation tables.

### Strategy and Accountability Table:

The purpose of the Strategy and Accountability Table is to guide the overall implementation of the System Response. Specifically, the Strategy and Accountability Table will:

- Establish the Lived and Living Experience Council and receive guidance on strategy and priorities to ensure they align with the needs of people accessing the services
- Prioritize funding requests to support implementation
- Problem solve and provide direction on implementation
- Establish an accountability framework and mechanisms
- Establish an evaluation framework
- Provide direction on emerging issues
- Coordinate communication and community engagement
- Support advocacy efforts with other levels of government

### Hubs Implementation Table:

The Hubs Implementation Table will co-design a network of purpose-built Hubs providing a set of clearly defined service standards for a set of core functions with timely, direct pathways to housing with applicable supports. The Hubs table will develop the criteria for multi-agency service collaboration including outreach and access pathways.

The deliverables identified for the Hubs implementation table are based on initial understandings of scope at the outset of the System Response; they may be refined as the Implementation Table conducts its work. These early deliverables include:

- Develop the endorsed model for operating the first five Hubs
- Define each of the agreed upon core functions of an operating Hub
- Describe the operating model for collaborative, interprofessional, and multidisciplinary service delivery teams
- Identify criteria and processes used for selecting lead agencies
- Draft partnership agreements and applicable processes needed for implementation
- Establish defined service standards of care for the Hub delivery model based on each of the core functions and rooted in the guiding principles and values of the System Response
- Create a coordinated outreach process to best support people from encampments to Hubs
- Establish the criteria for identifying the geographic areas for the first five Hubs across the community
- Establish the criteria for identifying the highest acuity populations to be served in the first five Hubs

### Housing Implementation Table:

The deliverables identified in this section are based on initial understandings of scope at the outset of the System Response; they may be refined as the Implementation Table conducts its work. These deliverables include:

- Develop endorsed Highly Supportive Housing standards and approach to care
  - Conduct partner search to ensure all needed partners are participating in the development of standards and approach

- Identify standards for highly supportive housing, drawing on existing practice locally and good practice from other communities
- Identify principles and approach for system-wide tenant placement processes
- Develop coordinated models of care for placed tenants that align with other System Response initiatives
- Implement standards and approach as part of building 100 highly supportive housing units by end of 2023 and full plan for 600 highly supportive housing units in London
  - Identify locations and opportunities for creation of highly supportive housing
  - Partner to build/convert suitable properties to highly supportive units as viable opportunities are identified
  - Place tenants according to endorsed processes and implement models of care
  - Monitor and refine approach as needed

An outcome measurement framework will be developed in coordination with the System Foundations Implementation Table, when established.

*Encampment Implementation Table:*

The Encampments Implementation Table will co-design a whole-of-community strategy for supporting encampments. Recognizing encampments may be part of a person's housing journey, the Implementation Table will recommend principles, strategies, and implementation approaches for coordinated outreach and supports to those in encampments, and how they interact with Hubs.

The deliverables identified in this section are based on initial understandings of scope at the outset of the System Response; they may be refined as the Implementation Table conducts its work. These deliverables include:

- Develop the endorsed encampment management strategy
  - Identify core principles and scope of encampment strategy
  - Engage people with lived and living experience in ways that work for them on their needs and perspectives related to encampments
  - Aggregate existing practices from organizations and individuals serving encampments to identify gaps, duplications, and opportunities
  - Conduct scan of good practices for encampments in other communities
  - Identify how encampment strategy aligns with Hub and Housing strategies developed through System Response
  - Develop coordinated outreach approach
  - Develop draft recommendations for coordinated, whole-of-community encampment strategy
- Develop an implementation plan
  - Identify training and resource needs for organizations and individuals serving encampments (i.e. organizations conducting coordinated outreach)
  - Create training resources and train organizations on coordinated encampment strategy
  - Monitor and adapt response as required

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Kelly Scherr, Deputy City Manager, Environment & Infrastructure  
Scott Mathers, Deputy City Manager, Planning & Economic Development  
Kevin Dickins, Deputy City Manager, Social & Health Development

**Subject:** Core Area Action Plan 2022 Review

**Date:** June 20, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, the Deputy City Manager, Planning & Economic Development, and the Deputy City Manager, Social & Health Development:

- a) The staff report dated May 30, 2023 entitled “Core Area Action Plan 2022 Review”, including its appendices, **BE RECEIVED**;
- b) One-time funding of \$100,000 in support of the Holly Jolly Market and Downtown for the Holidays events **BE APPROVED** from the Operating Budget Contingency Reserve; and,
- c) A one-time funding increase of \$50,000 to support 2023 Summer, Fall and Winter Core Area events and activations **BE APPROVED** from the Operating Budget Contingency Reserve.

## Executive Summary

In 2019, the City of London set out to develop the Core Area Action Plan (CAAP), which focused on four Core Area Needs:

- People struggling with homelessness and health issues need help
- People need to feel safe and secure
- Businesses need an environment that allows them to be successful
- The Core Area needs to attract more people

At the heart of the CAAP were 71 actions that were intended to support one or more of the Core Area Needs, and funding to deliver 68 of 71 CAAP actions was either approved through the 2020-2023 Multi-Year Budget in late 2019 or was available in existing programs. Implementation of CAAP unfortunately coincided with the start of the COVID-19 pandemic, which saw disproportionate negative impacts on urban centres across Canada.

While progress has been made on the CAAP at this point midway through its final year, it is acknowledged that simply completing the actions in the plan has not always had the intended impact in the community. When the CAAP was developed, very few municipalities had implemented and evaluated similar plans for their own core areas where they were experiencing similar issues, so many of the CAAP actions were designed as pilots. Similarly, the delivery models anticipated when the plan was built and costed – direct delivery by City staff, delivery by a contractor, delivery by a community partner or other agency – needed to evolve as implementation occurred and, often, in the context of the pandemic. That said, decisions about how to deliver particular actions were made based on which model would provide the most timely, effective and financially responsible mechanism to address the Core Area need with which the action was aligned.

The effectiveness of the actions is being evaluated as the new strategies for the Core Area are being developed in alignment with Council's 2023 to 2027 Strategic Plan and new tactics to make meaningful change are included in that work that reflect lessons learned to date and best practices.

## **Linkage to the Corporate Strategic Plan**

This report advances Council's 2023 to 2027 Strategic Plan by supporting the following Strategic Area(s) of Focus and Outcomes:

- Reconciliation, Equity, Accessibility, and Inclusion
- Housing and Homelessness
- Wellbeing and Safety
- Safe London for Women, Girls, and Gender-Diverse and Trans People
- Economic Growth, Culture, and Prosperity
- Mobility and Transportation
- Well-Run City

## **Analysis**

### **1.0 Background Information**

#### **1.1 Previous Reports Related to this Matter**

The following reports are directly related to the Core Area Action Plan;

- May 30, 2023 - Strategic Priorities and Policy Committee – Core Area Land and Building Vacancy Reduction Strategy
- February 28, 2023 - Health and Homelessness Summits – Proposed Whole of Community System Response
- March 8, 2022 - Core Area Action Plan 2021 Review
- November 30, 2021 - Strategic Priorities and Policy Committee - Strategy to Reduce Core Area Vacancy
- May 18, 2021 - Strategic Priorities and Policy Committee - Comprehensive Report on Core Area Initiatives
- July 14, 2020 - Strategic Priorities and Policy Committee - Core Area Action Plan - 2020 Progress Update
- October 28, 2019 - Strategic Priorities and Policy Committee - Core Area Action Plan

Please note that the May 18, 2021 report included an extensive list of other reports related to this matter that are not repeated here.

#### **1.2 Development of the Core Area Action Plan**

Despite extensive investment in London's Core Area, in the Summer of 2019 issues persisted that threatened its long-term success. While many Canadian cities were seeing similar trends, most municipalities did not have specific plans to address them. Downtown plans were frequently focused on place-making and large capital projects, versus the services and supports for businesses, residents and visitors.

As a result of the need to build a new type of plan, City staff in Planning conducted interviews with property owners, business owners, employees, resident associations, agency leads, building operators, City managers, London Police Services, and other Londoners who frequent the Core Area. This process resulted in the identification of four interrelated Core Area Needs, as described below and shown in Figure 1:

- People struggling with homelessness and health issues need help
- People need to feel safe and secure
- Businesses need an environment that allows them to be successful
- The Core Area needs to attract more people

**Figure 1: Core Area Needs**



The Core Area Action Plan (CAAP), approved by Council on November 12, 2019 included 71 action items to address the Core Area Needs. 68 of the 71 actions included in the CAAP were either approved through the 2020-2023 Multi-Year Budget process or could be advanced through existing programs. Appendix A shows the specific alignment of each action to one or more of the Core Area Needs. Note that Actions 38 and 41 were not funded in the Multi-Year Budget, as they were eligible under existing programs. Actions 39, 40, 46 and 60 were not funded in the Multi-Year Budget.

The actions were designed based on the desire for the Core Area, shown in Figure 2, to be a place that:

- Signals the city's economic vibrancy and attraction
- Helps attract and retain talent and investment
- Tells the story of London as a city
- Serves as a canvas for culture, arts, music and entertainment
- Is safe, secure and welcoming for a broad diversity of people
- Offers strong local and tourist attractions
- Provides opportunity for business success
- Offers compassionate care for those who need it
- Is buzzing with activity at all times of the day and night
- People can proudly identify as their home and neighbourhood

**Figure 2: Core Area Action Plan Boundaries**



### 1.3 Impacts of the COVID-19 Pandemic

As work began to implement the CAAP in January of 2020, the COVID-19 pandemic struck. Staff agreed the CAAP needed to continue, although restrictions how the City could deliver service meant that some actions needed to be adjusted in order to meet the Core Area Needs in the context of the pandemic. Many of these restrictions persisted in various ways until May of 2022.

Further, COVID-19 created new disproportionate negative impacts on urban core areas and exacerbated existing concerns. Across Canada, the large number of office workers working remotely created a distinct reduction in activity in public spaces and businesses in central employment areas. Many employers are now exploring new ways of working, including hybrid and remote work. Reduced tourism and recreation opportunities, such as conventions, sporting events, concerts, live theatre, and festivals, added to the financial and social impacts on the Core, as did changing pandemic restrictions on individual business operations.

Vulnerable and marginalized communities also faced disproportionate effects as a result of the pandemic, resulting in a significant increase in the number of individuals experiencing homelessness.

### 1.4 Policy Context for the Core Area Action Plan

The CAAP exists in the context of many other programs, projects, policies and plans that have been created to foster the success of the Core area. At the highest level, direction for the Core is established in the London Plan (<https://london.ca/government/council-civic-administration/master-plans-strategies/london-plan-official-plan>), which established a unique Downtown Place Type with a specific vision and actions to achieve the vision, a defined role within the city overall, unique permitted uses, intensity targets and form requirements.

Our Move Forward: London's Downtown Plan (<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=17358>) also establishes the Downtown as a vibrant destination and a unique neighbourhood. Our Move Forward is organized into five sections: The Planning Framework, Strategic Directions, Transformational Projects, Tools, and Implementation/Targets. Progress on Our Move

Forward has been reported through the State of the Downtown Reports, which track the health and progress in the area using consistent metrics.

Through Council's 2023 - 2027 Strategic Plan and the upcoming Multi-Year Budget (MYB), staff and community partners will continue to deliver focused action in the Core. Most of the Strategic Areas of Focus either directly or indirectly reflect the need for continued focus and action in London's Core, with Economic Growth Culture, and Prosperity; Wellbeing and Safety; and Housing and Homelessness being of particular criticality to the area.

## **2.0 Discussion and Considerations**

### **2.1 Overall Core Area Action Plan Progress**

68 of the 71 actions included in the CAAP were either approved through the 2020-2023 Multi-Year Budget process or could be advanced through existing programs. In May 2021 and March 2022, the Strategic Priorities and Policy Committee received reports detailing plan progress and the impacts of the pandemic on its delivery. Staff have continued to carefully monitor the CAAP. The full CAAP status update can be found in Appendix B: Core Area Action Plan Implementation Status Update.

As of the end of 2022, all actions are either complete or on track for completion as scheduled with one exception. Action 21: Establish Core Area Stabilization Spaces reports as "caution". The land that was purchased for stabilization spaces was approved by Council to instead be used for the creation of affordable housing and contribute towards the City's goals to create more affordable housing stock.

Some completed actions were one-time efforts that are done, while others have now been integrated into ongoing operations. The following sections provide highlights of the work-to-date aligned with each of the four Core Area Needs.

### **2.2 Progress Highlights on Homelessness and Health Actions**

23 of the Actions in the CAAP support the Core Area Need that "people struggling with homelessness and health issues need help", noting that many actions are aligned to one or more of the Core Area Needs.

#### Supports for Vulnerable People

The transition out of the pandemic in 2022 continued to challenge the City team and its partners to find creative ways to support vulnerable people in light of increasing evictions and a significant increase in people experiencing homelessness, specifically unsheltered homelessness. The lack of permanent and predictable funding sources continued to challenge the ability to establish permanent responses and solutions beyond base budget measures. As a result, a small number of program enhancements were made, including increasing Coordinated Informed Response (CIR) coverage from five to six days a week, temporary increases to indoor resting space capacity for the summer and the continuation of the Holly's House supportive housing program for vulnerable women through the Canadian Mental Health Association.

#### Winter Response

The 2022/23 winter response was designed through a Community Action and Accountability working group that evolved from multiple community conversations and actions taken through the summer and fall of 2022 that identified the need for increased basic needs for those living unsheltered. These needs included the provision of essentials such as showers and washrooms; the provision of increased supports for daytime and overnight drop-in space to address individuals' immediate needs (including those associated with the winter months). Available temporary shelter options included spaces for couples and pets, for women and non-binary individuals, and for Indigenous community members. These spaces helped support over 400 people who were experiencing unsheltered homelessness over the winter of 2022/2023.



### Head Lease Pilot Program

From December 2020 to July 2022, Housing Stability Services stewarded a municipally funded and administered Head Lease Program pilot, intended to facilitate the rapid delivery of affordable transitional housing for individuals and families experiencing homelessness. Through this innovative model, private market rental units were leased by the City of London and occupied by individuals and families experiencing homelessness. Over 19 months, a total of twenty individuals experiencing homelessness were transitionally housed in sixteen private market head lease units. Program participants were supported with life skills development to promote successful tenancy. By the end of the pilot program in July 2022, sixteen program participants had secured either permanent or transitional housing, representing an 80% success rate. In July 2022, Council approved a second one-year pilot of up to 25 units to test the model when operated through a third-party organization.

### Core Area Diversion Pilot Project

The Core Area Diversion pilot project also continued in 2022, representing a partnership between the London Police Service and the City of London's Social and Health Development team. The project was supported by Housing Stability Services through Coordinated Informed Response and Life Stabilization through the Ontario Works teams. The pilot aimed to reduce the number of individual interactions between individuals experiencing homelessness with LPS and the justice system. During 2022, there were 108 meaningful interactions with 53 individuals where resources and services were offered. The pilot wrapped up in early 2023, and the invaluable learnings will support partnerships at the newly formed "Community Reintegration Table" which takes a whole-of-system coordinated response to supporting the successful release of individuals from custody to the community.

### Permanent Housing

Through Council's Roadmap to 3,000, the City continues to work on developing programs and opportunities to increase the number of units. Programs to support the regulatory changes in Bill 23 that focus on Additional Dwelling Units and leveraging DC exemptions for affordable housing are a focus. Additionally, staff are developing office conversion programs to support the changing demographics in the Core.

### London's Health and Homelessness Whole of Community System Response

In March of 2023, Council endorsed the Health and Homelessness Whole of Community System Response, which will see the creation of a permanent and sustainable system to help people experiencing homelessness. Through that model, multiple locations will be distributed throughout the community that are "purpose-built for the most marginalized and highest acuity populations" and will provide integrated person-centred care and supports through multi-agency and interprofessional teams. At the last Council meeting a plan was endorsed to provide 44 of the 100 highly supportive housing with the Indwell Community Homes to provide the supportive housing services at a recently completed municipally constructed building at 403 Thompson Road. Further work is underway and will be foundational and transformative for the Core Area and the broader London community overall.

## **2.3 Progress Highlights on Safety and Security Actions**

30 of the Actions in the CAAP support the Core Area Need that "people need to feel safe and secure", noting that many actions are aligned to one or more of the Core Area Needs.

### Bylaw Enforcement

The dedicated Municipal Law Enforcement Officers (MLEOs) hired in 2021 continued to work exclusively in the Core area in 2022. The team works closely with the Coordinated Informed Response (CIR) team to address concerns. In 2022, the MLEOs addressed 299 issues of non-compliance in the Core, mostly related to property standards, yard and lot maintenance and vacant building management. 78% of those complaints were resolved at the time of this report. Efforts to address graffiti in the Core continued in 2022, with 10 areas identified as hot spots for action. In consultation with the BIAs,

municipal law enforcement staff also undertook improvements to building numbering to improve emergency response, resolving 219 of 316 violations of the bylaw voluntarily. The enforcement approach in the Core has been based on building collaborative relationships with property owners, the Project Clean Slate team, staff from other Service Areas, the Ambassadors and the BIAs.

#### Community Outreach and Support Team (COAST)

Since April 2021, the London Police Service has worked with St. Joseph's Health Care London, the Canadian Mental Health Association, Thames Valley Addiction and Mental Health Services and the Middlesex-London Paramedic Service as a partner agency in the Community Outreach and Support Team (COAST). In the Fall of 2022, researchers from the Police Research Laboratory at Carleton University presented an evaluation of the COAST system. The majority of the research findings were positive, especially as they related to improved outcomes and experiences for individuals who received assistance from COAST. Additional benefits resulting from COAST included a reduction in the number of individuals calling 9-1-1 for assistance, a reduced strain on frontline LPS resources and a reduction in the number of individuals visiting the hospital emergency department.

As COAST continues to develop and evolve, new strategies are being developed to proactively provide the most appropriate form of support to specific individuals. Two initiatives currently being utilized relate to the tracking of prolific users of the 9-1-1 system and the monitoring of the individuals who request the assistance of COAST most frequently. Both of these initiatives are evidence-based and look to provide proactive support to individuals before they are in a state of crisis. These types of proactive supports are proving to be beneficial for the individual involved and they are helping to reduce the reliance on frontline police and medical resources. In 2022, COAST interacted with over 500 individuals and was involved in over 900 LPS occurrences. Many of these occurrences involved issues relating to homelessness and addictions.

#### Bystander Training

Council's 2019-2023 Strategic Plan identifies Creating a Safe London for Women and Girls as one of its six Areas of Focus. Additionally, as a participating city in the United Nations Safe Cities and Safe Public Spaces Program, the 2021-2024 Safe Cities London Action Plan articulates a vision for London as a 'safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence'.

As part of these commitments and the efforts to increase safety in the downtown core, Environment and Infrastructure, Planning and Economic Development and the City Manager's Office have collaborated to create foundational training for teams to recognize and address gender-based violence. Following a successful pilot in June 2021, the City partnered with Anova to establish a bystander training program. Bystander training is designed to equip employees with an understanding of their role in creating safe public spaces, the prevalence and impacts of gender-based violence, including how to recognize it and tools to take a survivor-centred approach to safely intervening to make the community safer. In 2022, nearly 100 people leaders from Environment and Infrastructure and Planning and Economic Development participated in bystander training. Training for operational teams is being developed for the Summer of 2023.

#### Spotlight Program

The Spotlight Program identifies businesses in the Core Area that have Closed Circuit Television systems through visual signage to act as a deterrent to negative behaviour. Since its initiation in 2021, 23 businesses have participated in the program. In 2022, a meeting between the BIAs, Corporate Communications and Security Services was held to promote the program. Since then, seven new businesses have joined the program.

In addition to the Spotlight Program, a forthcoming information report will be presented concerning the completion of the Downtown Camera program.

### Safety Audit

The Core Area Safety Audit was completed in January 2022. The implementation of the Security Audit recommendations on public property began in February 2022 and will be ongoing until recommendations are complete as funding is available.

Recommendations associated with private properties are the responsibility of the property owner for the completion of the work, with support from City staff and LPS where appropriate. As of December 2022, Safety Audit Grants have also been issued to six properties for implementation of eligible improvements using the Core Area Safety Audit Grant Program. Payment of the grant occurs after the gate or equipment has been installed.

## **2.4 Progress Highlights on Business Supportive Actions**

49 of the Actions in the CAAP support the Core Area Need that “businesses need an environment that allows them to be successful”, noting that many actions are aligned to one or more of the Core Area Needs.

### Grant Programs

Via the programs offered through the Core Area Community Improvement Plan (CIP), in 2022, 48 sign permit applicants were reimbursed \$12,288 in permit application fees. Thirty Core Area sidewalk café locations used CIP supports, amounting to \$27,796 in licensing and application fee reimbursements that would otherwise be the responsibility of the applicants.

These supports supplement the one-time 2022 funding made available through London Community Recovery Network (LCRN) which saw \$102,000 distributed to fifty-two different Core locations, in grants of up to \$2,000 each. Applicants could use the grants to invest in sidewalk patio equipment such as tables, chairs, perimeter fencing, and plantings to help sustain their businesses and contribute to the animation of the Core Area. In 2022, this program was further enhanced to allow patio operators to purchase equipment to stage live performances.

Eight Core Area businesses received a total of \$35,727 in 2022 under the LCRN Recovery Grant Program to make eligible interior and exterior business building upgrades. Also, six Core Area businesses received a total of \$18,722 in Core Area Safety Audit Grants to implement exterior improvements. Finally, using existing CIP programs, in 2022 two Core Area businesses participated in the Façade Improvement Loan program and three in the Upgrade to Building Code Loan Program.

### Project Clean Slate

Operated by Youth Opportunities Unlimited (YOU), Project Clean Slate helps to address the issue of garbage on private property, while at the same time providing flexible low-barrier employment opportunities for youth who are currently at-risk of experiencing homelessness. Following a successful pilot in 2021, Council funded the extension of the program for 2022 and again in 2023 as a budget amendment. City staff are working with YOU to develop a 4-year plan for the next MYB that includes both municipal and external funding sources. Clean Slate metrics for 2022 included:

- 41 participants engaged in programming
- 20 participants found employment after participation with Clean Slate
- 5 Participants enrolled in education after participation with Clean Slate
- 1,576 bags of garbage picked up in the Core
- 1,538 needles picked up in the Core

## 2.5 Progress Highlights on Attracting People Actions

33 of the Actions in the CAAP support the Core Area Need that “the Core Area needs to attract more people”, noting that many actions are aligned to one or more of the Core Area Needs.

Fundamental to attracting more people to the Core is the Activation and Animation program led by the Economic Services and Supports Division. 2022 was the first full year of operations and included a range of successes and meaningful metrics.

Dundas Place programming continued with daily small-scale activities in the summer and larger-scale events throughout the year. Highlights include local business-led street markets, Vintage on the Block, Witch’s Veil Night Market, and the Punk Rock Flea Market. 2022 also saw the return of Canada Day celebrations in the Downtown and the introduction of new events like the Sunfest Block Party, Poutine Feast, Seedy Saturday, Latin Community Festival, and many more. Smaller-scale programming included Friday Night Street Salsa, Sunday Afternoon Jazz, and Lunchtime Live Music. In 2022, Dundas Place hosted:

- 135 music performances
- 35 arts activities
- 13 events
- 15 fitness activities
- 9 street markets

In other parts of Downtown, the program supported DJ Skate nights at Rotary Square, DJ roller skating in Victoria Park, free yoga classes in Ivey Park, and the Richmond Row Concert Series in partnership with Downtown London BIA. In Old East Village, the Activation and Animation program supported the OEV BIA with the event series Only in OEV Fridays. This included six monthly events from June to November in support of local businesses, musicians and artists.

Working with funding from LCRN, the Activation and Animation program also supported Downtown for the Holidays and the Holly Jolly Market with the goal of creating a Downtown holiday destination. This campaign built on existing successful events including Lighting of the Lights and New Year’s Eve in the Park to create a month-long event series that the Downtown London BIA estimates drew over 100,000 people.

To support awareness and attendance of the events and activations happening in the Core Area, a printed monthly event listing was produced and distributed to local businesses and community partners by the Core Area Ambassadors. This list includes events and activities happening Downtown and in OEV both indoors and outdoors.

In addition to activations, progress on the actions associated with the other three Core Area Needs, especially those related to safety and security and business supports, can assist in attracting more people to visit the Core.

## 2.6 Management and Communication of the CAAP

In addition to the actions associated with one or more of the four Core Area Needs, several actions pertained to all aspects of the plan, including:

- Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues
- Create four-year Core Area Ambassador pilot program
- Explore partnership opportunities with educational institutions for immersive learning in Core Area
- Implement Core Area digital solutions

All four of these actions are either complete and have become part of the City’s ongoing business operations (i.e. the Service London Portal improvements) or are in progress.

Note that a separate review of the Ambassador program is currently underway and the results of that assessment will be subject to future reporting to Committee and Council.

Additionally, and although not identified as a specific action in the CAAP, a Core Area Communications Strategy was developed to support the entire plan and ensure continued engagement through the challenges of the pandemic. Several enhanced communications efforts were created in 2020 and remain in place to raise awareness and promote programs and initiatives in the Core Area.

In order to support collaboration and connection, a Core Area Strategy Team meets monthly and includes the Executive Directors of both BIAs and the members of the City's Core Area Steering Committee. This team is working to address strategic issues and opportunities. The Core Area Action Team meets bi-weekly and includes staff from the City, as well as the London Police Service, the Crisis Outreach and Support Team (COAST) and both BIAs. This is a tactical team focused on solving short-term concerns quickly.

### 3.0 Financial Impact/Considerations

Operating budgets associated with and closely related to the CAAP have been reviewed for 2022. Table 1 outlines the standard ongoing expenditures related to the various initiatives (\$1000s).

**Table 1: Operating Budgets and Expenditures for 2022 (\$000's)**

<b>Program</b>	<b>Revised 2022 Budget</b>	<b>Var- iance</b>	<b>2022 Variance Description</b>	<b>Revised 2023 Budget</b>
Coordinated Informed Response (CIR)	\$1,705	\$140	Personnel savings due to short term staffing vacancies	\$1,751
Expand case management approach for helping vulnerable populations	\$1,000	\$589	One-time provincial Social Services Relief Fund funding utilized for a significant portion of these expenditures in 2022. Spending expected to utilize full 2023 budget.	\$1,000
Create four-year Core Area Ambassador pilot program	\$815	(\$67)	Hours extended to keep the Dundas Place Field House open during operating hours of the visitor washrooms. Ambassadors also performed Dundas Place Operations and distribution functions in addition to their core duties.	\$815
Proactive Compliance Program	\$206	\$18	Variance due to short term staffing vacancies	\$206
Establish, implement and regularly monitor a higher clean standard for Core Area; Implement new pressure wash program for sidewalks and civic spaces	\$655	(\$36)	Additional cleaning resources deployed in the Core to support increased post-pandemic reopening, resumed special events, and higher levels of garbage and debris being left on public property.	\$660

<b>Program</b>	<b>Revised 2022 Budget</b>	<b>Variance</b>	<b>2022 Variance Description</b>	<b>Revised 2023 Budget</b>
Fund four-year Core Area "construction dollars" pilot program	\$100	\$11	Program fully distributed, but the redemption rate by "construction dollars" recipients is lower.	\$100
Experiment with temporary free municipal parking	\$150	\$0		\$150
Increase range and intensity of programming in Core Area; Activate spaces and places with bistro chairs and tables; Invest in Dundas Place	\$450	\$22	Variance due to staff shortages and redistribution of work to Ambassadors.	\$450
Establish new Core Area garbage and recycling collection program	\$200	\$37	Variance due to the continued impacts of the pandemic and less activity downtown during the first quarter of 2022.	\$200
Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan	\$100	\$81	Six Safety Audit grants provided to private property owners to implement audit recommendations. An additional eight grants were initiated in 2022 and funding will be released in 2023 as the improvements finish.	\$100
Implement safety audit recommendations on public property	\$200	\$200	Funds dedicated to the completion of the downtown camera program. Procurement process underway and funds will be spent in 2023.	\$200
Eliminate encroachment fees for patios, signage, and awnings in the Core Area through Core Area Community Improvement Plan	\$30	\$0		\$30
<b>Total</b>	<b>\$5,611</b>	<b>\$995</b>	<b>82% Spent in 2022</b>	

NOTE: Positive variance represents spending below budget; negative variance represents spending greater than budget.

As noted in the above table, the primary driver of the 2022 variance to budget was the availability of one-time provincial Social Services Relief Funding that was utilized to fund a portion of the costs that would normally be funded from the CAAP budget. These provincial dollars were time limited and one-time in nature. These funds are not available or assigned to these items in 2023.

Excluding the "Expand case management approach for helping vulnerable populations" initiative, spending totaled approximately 91% of budget, with many of the other variances due to timing of the planned spending stretching into 2023.

Table 2 outlines the spending on one-time program enhancements that were approved by Council in 2022 (\$1000s).

**Table 2: One-Time CAAP Enhancements for 2022 (\$000's)**

	<b>Enhancement</b>	<b>2022 Budget</b>	<b>Var- iance</b>	<b>2022 Variance Description</b>
1	Pilot an expanded Coordinated Informed Response	\$315	\$134	A portion of funds were used to onboard the six-day a week program in 2022. As demand remains high for service into 2023, a report is being brought to the June Community and Protective Services Committee to continue the service into the fall of 2023. One-time funding will be requested from the SHD Social Services Reserve Fund.
2	Accelerate the implementation of the Safety Audit recommendations	\$260	\$260	Funds are being directed towards expansion of the Downtown Camera Program, which will be completed in 2023.
3	Improve security gate program for private property by providing clear application instructions, preapproving certain types of gates and streamlining the review and approval process in Buildings and Heritage Planning	\$100	\$100	Expenses are recognized after the security gates are installed. Projects proposed in Q4 of 2022 are now being installed based on building and heritage permitting timelines.
4	Update contact cards, distribute directly to businesses and promote their availability and use	\$5	\$5	Designed and printed in house and distributed by Core Area Ambassadors. Therefore, funds were not required as anticipated.
5	Engage major employers regarding their return to in-person work plans and schedules and support their transition with enhanced services, promotion of activations, and contact information for concerns	\$100	\$36	Work began in Summer 2022 and continued into early 2023, with the remaining balance to be spent in 2023.
6	Create a pilot London Lunches gift card program	\$100	\$85	The program launched in fall 2022 in collaboration with both Core Area BIAs. Expenses are recognized as the gift cards are redeemed. \$63,000 of the \$85,000 variance has been redeemed to date in 2023.
7	Expand existing Core promotional work, such as the public art highlights, stories of people who work, live and patronize the Core, and promotion of events and activities	\$0	N/A	Throughout 2022, several promotional plans highlighting new art, key stakeholder and upcoming events in the Core area were implemented by Corporate Communications.

	<b>Enhancement</b>	<b>2022 Budget</b>	<b>Var- iance</b>	<b>2022 Variance Description</b>
8	Provide public information on the work being done and how to report concerns	\$0	N/A	In 2022, the City hosted a Core Area Summer Forum to share updates on revitalization efforts with key stakeholders in the Core Area. In addition, several communications plans were created in 2022 to highlight revitalization efforts, including promotion of the Core Area Ambassador Program, the Core Area Strategy engagement efforts and events taking place in the Core Area.
9	Expand activation and programming to include activities at different times, in more locations outside Dundas Place and targeting different audiences (families during summer break, seniors, teams, cultural communities, etc.)	\$100	\$0	Activation programming was expanded with the addition of morning yoga in Ivey Park, Roller Skating in Victoria Park, the Richmond Row lunch-time Concert Series, Only in OEV Fridays, and holiday activities in Downtown and OEV.
10	Proactively create an inventory of major events (conferences, concerts, festivals, etc.) in the Core.  Continue to increase the presence of CIR, COAST, Diversion Pilot programming, and other programs and services	\$75	\$30	Monthly promotional materials were developed to inventory and promote the range of activations and events in the core area.  Funds were used to assist in the delivery of short-term pilot programs and support core area initiatives to respond to social concerns. Funds have been committed and remaining spending will occur in early 2023.
	<b>Total</b>	<b>\$1,055</b>	<b>\$650</b>	

NOTE: Positive variance represents spending below budget; negative variance represents spending greater than budget.

Many of the variances related to the 2022 one-time enhancements were attributable to the ramp-up and timing of expenditures of these initiatives. In many cases, the costs will be incurred in 2023. As these 2022 one-time enhancements were funded through a Council-approved draw from the Operating Budget Contingency Reserve, the funds will remain available in 2023 to fund the completion of the initiatives, as required.

At this time, capital spending is anticipated to be on-track as per the approved budgets; while some projects may take longer to deliver in their entireties due to the impacts of the pandemic, those funds will carry forward to 2023 to allow their completion at that time.



## **4.0 Key Issues and Considerations**

### **4.1 Continue CIR 6 Day Coverage**

In 2022, there was an identified need to expand the Coordinated Informed Response (CIR) to both a longer day (10 hours/day) and a longer week (6 days/week) due to the increased challenges and activities experienced directly related to the volume of unsheltered homelessness in the Core. This expansion allowed CIR to provide better response times to service requests from businesses and residents. The early morning starts permitted CIR to attend the Core, especially its business store fronts, prior to regular business hours to engage with vulnerable Londoners.

The increased presence in the community enhanced the team's ability to establish relationships with individuals and helped build regular communication and enhance familiarity with those sleeping unsheltered. This engagement assisted with the reduction of problematic behaviours shown toward the team and increased the trust necessary for individuals to accept support.

In 2023, as a way to maintain a level of responsiveness in relation to the number of individuals sleeping unsheltered and in conjunction with other community efforts, Civic Administration will be bringing forward a report through the Community and Protective Services Committee which will seek to secure resources to continue increased CIR coverage for support to all Londoners through the summer months and into the fall.

### **4.2 Increase 2023 Event Funding**

In 2022, the Core Area Activation program received an additional \$100,000 to enhance that year's events and activations. This funding supported the Only in OEV Friday event series, in particular holiday festivities in Queens Park, and the Downtown for the Holidays initiative, allowing the addition of a festive carousel on Dundas Place.

In 2022, the London Community Recovery Network also funded a one-time \$100,000 investment in the creation of a Downtown holiday market. This funding was allocated to the Covent Garden Market to support the expansion of the Holly Jolly Market, which attracted 77,191 people during the three weekends it operated. Additional one-time funding of \$100,000 in 2023 would allow the Holly Jolly Market and Downtown for the Holidays initiatives to continue to grow this year, with permanent funding to be considered as part of the 2024-2027 Multi-Year Budget.

Staff are also recommending an additional \$50,000 be made available to support extra summer and fall activations in the Core, such as:

- Supporting the expansion of TD Sunfest to other parts of Downtown including Dundas Place
- Free outdoor UNESCO City of Music activations during the AMO Conference in August and when students return to the city in September
- Free outdoor movie nights in partnership with Film London

These events would offer diverse and inclusive experiences in the Core to support year-round arts, cultural, and music events to encourage people to visit the Core Area.

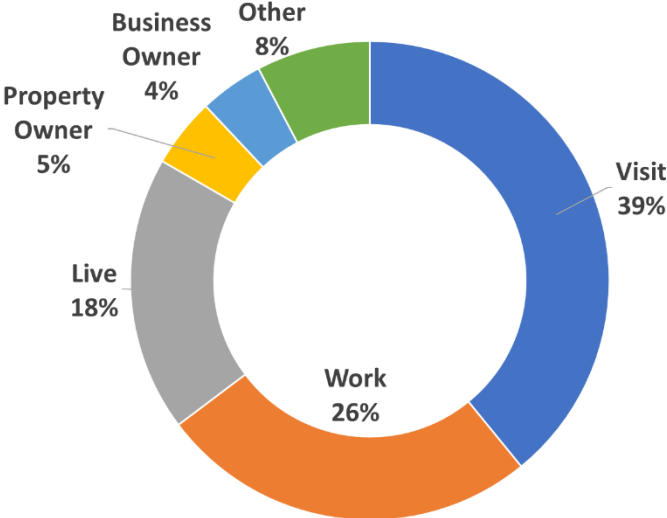
### **4.3 Engagement for the Core Area Strategies**

In October and November of 2022, the City of London requested input on the opportunities and challenges experienced in London's Core Area to assist in developing new strategies to build upon the CAAP when it concludes at the end of 2023. Input was received from Core Area visitors, business owners, residents, workers, and property owners. The goal of the engagement was to receive feedback and give an opportunity for Londoner's to share their perspectives on where they would like to see the City focus future strategies related to Core Area.

Input includes comments on economic growth, safety and security, residential development, accessibility, and arts and culture, as well as social and health issues, homelessness prevention and housing. Londoners shared their perspectives and provided input on where they would like to see the City focus future strategies related to Core Area improvements.

The engagement received approximately 1,200 survey responses. Receiving 875 responses to the online survey and 323 responses from personal interviews.

**Figure 3: Survey respondent’s connection to the Core Area**



The following table highlights the most common topics highlighted by the community for each of the core area communities.

**Table 3: Common Concerns by Area**

Downtown London	Old East Village	Midtown
Homelessness	Homelessness	Homelessness
Mental Health and Addictions	Mental Health and Addictions	Mental Health and Addictions
Safety and Security	Safety and Security	Safety and Security
Parking	Violence and Crime	Violence and Crime
Violence and Crime	Vacant Buildings	Lack of Destinations (Shopping and Businesses)
Construction Projects	Parking	Parking
Garbage and Waste	Garbage and Waste	Construction Projects
Traffic	Police	Garbage and Waste
Vacant Buildings	Traffic	Traffic
Public Transit	Construction Projects	Lack of Affordable Housing

The engagement results were shared with Council as part of the 2023-2027 Strategic Plan deliberations. This input informed Council’s development of the plan and is highlighted most specifically in Outcome 4 “London’s Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.” A future report will be submitted to committee highlighting the implementation of these strategies to inform the Multi-Year Budget process.

**4.4 Next Steps: City of London’s 2023-2027 Strategic Plan: Core Area**

The importance of supporting the Core Area was highlighted by Council as part of the development of the 2023-2027 Strategic Plan. Outcome 4 of the plan “London’s Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination” includes a series of expected results and strategies to support the Core. A future report will be submitted to committee to include a draft implementation plan for Council’s strategies that will help inform the Multi-Year Budget deliberations.

## 4.5 Downtown Recovery Research Study

In June 2022, researchers from the Institute of Governmental Studies at the University of California Berkley and the University of Toronto published, "[The Death of Downtown? Pandemic Recovery Trajectories across 62 North American Cities](#)" research study that examined downtown areas using aggregated mobile phone data to determine the number of people in downtown areas. The study compared recent activity in downtown areas against pre-pandemic levels in 2019. Updated results published in January 2023 compared downtown activity across 62 North American cities between January 2019 to November 2022.

The findings of this research concluded that the number of people in London's downtown has recovered to 79% of pre-pandemic levels, while the next closest large city in Canada was Toronto at 53%, and the next closest mid-sized Canadian city was Halifax at 65%. These results ranked London as tenth amongst the 62 North American cities studied and first amongst Canadian mid-sized cities. When considering all aggregated data (mid and large-sized cities), London had the best recovery rate of any sized city in Canada and the fourteenth best recovery rate in North America.

The recovery experienced to date is the result of the hard work of the businesses, institutions, and people that call the Downtown London home. While the findings of this research are encouraging, significant work remains to not only restore pre-pandemic levels of activity, but to surpass pre-COVID-19 benchmarks.

### Conclusion

Significant efforts have been directed to the Core by the City of London, the London Police Service and other agencies and organizations since the approval of the Core Area Action Plan efforts in the 2020-2023 Multi-Year Budget process. With one exception that was transformed with the approval of Council, all actions are either complete or on track for completion in 2023.

The challenges facing London's Core area related to homelessness and mental health, safety and security, fostering a thriving environment for businesses, attracting people to the Core, and commercial vacancies are occurring across Canada. Council's 2023 to 2027 Strategic Plan recognizes these challenges and opportunities and staff will continue to work on an enterprise-wide and whole-of-community basis to ensure this important work continue to be focused, aligned and collaboratively managed.

**Recommended by:** **Kelly Scherr, Deputy City Manager, Environment & Infrastructure**

**Scott Mathers, Deputy City Manager, Planning & Economic Development**

**Kevin Dickins, Deputy City Manager, Social & Health Development**

Attach:

Appendix A: Core Area Actions Aligned with Four Core Area Needs  
Appendix B: Core Area Action Plan Implementation Status Update

Cc: Lynne Livingstone, City Manager  
Anna Lisa Barbon, Deputy City Manager, Finance Supports  
Barry Card, Deputy City Manager, Legal Services  
Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services  
Eliza Bennett, Director, Strategic Communications and Government Relations  
Rosanna Wilcox, Director, Strategy and Innovation  
Paul Ladouceur, Director, Emergency Management and Security  
Stephen Thompson, Director, Economic Services and Supports  
Barbara Maly, Executive Director, Downtown London Business Improvement Area  
Jen Pastorius, Old East Village Business Improvement Area

Appendix A  
Core Area Actions Aligned with Four Core Area Needs

CAAP #	Action	Core Area Need			
		Health & Homelessness	Safety & Security	Business Supportive	Attracting People
1	Strengthen delivery of Coordinated Informed Response Program	X	X		
2	Implement Housing Stability Week pilot project	X	X		
3	Implement early-morning Coordinated Informed Response Program	X	X		
4	Implement breakfast Coordinated Informed Response Program	X	X		
5	Establish Headlease Program	X	X		
6	Double foot patrol officers in Core Area for a discrete period of time		X	X	X
7	Create new Spotlight Program		X	X	X
8	Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues	X	X	X	
9	Install kindness meters to directly support Core Area social service agencies	X			
10	Stage police command vehicle in strategic locations		X	X	
11	Issue request for proposals on Queens Avenue parking lot			X	X
12	Explore new ways to support Core Area property owners to dispose of found syringes		X	X	
13	Conduct three-week Core Area By-law Enforcement blitz		X	X	
14	Prioritize Core Area building and sign permits			X	
15	Streamline event processes			X	X
16	Provide incentives for installing uplighting on privately-owned buildings			X	X

CAAP #	Action	Core Area Need			
		Health & Homelessness	Safety & Security	Business Supportive	Attracting People
17	Proactively recruit food trucks in dedicated area along Dundas Place			X	X
18	Identify opportunities for new parking spaces in the Core Area			X	X
19	Establish permanent Coordinated Informed Response Program	X	X		
20	Establish more daytime resting spaces	X	X		
21	Establish Core Area stabilization spaces	X	X		
22	Create new housing units with supportive living arrangements	X	X		
23	Expand case management approach for helping vulnerable populations	X	X		
24	Complete and implement Affordable Housing Community Improvement Plan	X	X		
25	Create four-year Core Area Ambassador pilot program	X	X	X	X
26	Undertake Core Area safety audit		X	X	
27	Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms		X	X	
28	Increase London Police Services foot patrol		X	X	
29	Proactive Compliance Program		X	X	
30	Develop and deliver safety training for business owners, employees and residents		X	X	
31	Utilize existing Façade Improvement Loan Program to incent decorative gates through existing Community Improvement Plans		X	X	
32	Undertake safety blitz for aggressive driving in the Core Area		X	X	
33	Proactive enforcement of Property Standards By-law		X	X	

CAAP #	Action	Core Area Need			
		Health & Homelessness	Safety & Security	Business Supportive	Attracting People
34	Package Core Area patio, signage, licensing and other regular business processes			X	
35	Brand uniforms and equipment for all City staff providing service in the Core Area			X	X
36	Establish, implement and regularly monitor a higher clean standard for the Core Area			X	X
37	Implement new pressure wash program for sidewalks and civic spaces			X	X
38	Provide incentives for installing plumbing and hose connections on storefront through existing Community Improvement Plans			X	X
39	Implement Core Area infrastructure monitoring program			X	X
40	Encourage shipping container pop-up retail uses during construction			X	X
41	Provide incentives for installing awnings through existing Community Improvement Plans			X	X
42	Fund four-year Core Area "construction dollars" pilot program			X	X
43	Experiment with temporary free municipal parking			X	X
44	Increase range and intensity of programming in Core Area			X	X
45	Activate spaces and places with bistro chairs and tables			X	X
46	Create a projection art program				X
47	Create an infrastructure art and beautification program				X

CAAP #	Action	Core Area Need			
		Health & Homelessness	Safety & Security	Business Supportive	Attracting People
48	Engage Core Area businesses to lead, volunteer or fund initiatives			X	
49	Explore partnership opportunities with educational institutions for immersive learning in Core Area	X	X	X	
50	Establish new Core Area garbage and recycling collection program			X	
51	Regenerate London and Middlesex Housing Corporation housing stock	X			
52	Complete and implement the Housing Stability Plan	X			
53	Open permanent supervised consumption facility in appropriate location and close existing temporary facility	X			
54	Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan		X	X	
55	Implement safety audit recommendations on public property		X	X	X
56	Implement Core Area digital solutions	X	X	X	X
57	Use City Studio to explore innovative approaches to addressing Core Area social issues	X			
58	Work with surrounding communities to establish a regional strategy for addressing vulnerable populations	X			
59	Explore opportunities to partner with agencies to provide a Core Area Resource Centre	X			
60	Prioritize Core Area for public art				X

CAAP #	Action	Core Area Need			
		Health & Homelessness	Safety & Security	Business Supportive	Attracting People
61	Explore opportunities for additional public washrooms				X
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan			X	X
63	Eliminate application fees for encroachments, signage and patios in the Core Area through Core Area Community Improvement Plan			X	X
64	Eliminate fees for use of on-street parking spaces for temporary restaurant patios through Core Area Community Improvement Plan			X	X
65	Discourage perpetual extension of temporary surface parking lots in Core Area			X	X
66	Continue to enhance transit service to the Core Area			X	X
67	Continue to improve cycling infrastructure in the Core Area			X	X
68	Plan and save funds for a public parking garage			X	X
69	Inventory social services in the Core Area	X			
70	Provide a deferral of payment for businesses holding City-issued CIP loans for the duration of construction projects			X	
71	Invest in Dundas Place			X	X





# Core Area Action Plan

Implementation Status Update

May 2023

## Introduction

This Implementation Status Update provides a high-level overview of the progress made on each of the action items identified in the Core Area Action Plan as of December 2022. It also identifies the planned date of implementation for those action items not yet completed. The action item numbers in this table correspond to the action item numbers in the Core Area Action Plan. For more detailed information on the action items, please refer to the Plan.

It is important to note that due to necessary resource re-allocation due to the COVID-19 pandemic, target dates have been adjusted based on best estimates and may not reflect the initial time-frames set out in the Core Area Action Plan.

# Glossary

## Accomplishments

High-level achievements such as key performance indicators from Business Plans, etc., have been included in this report.

## Action

The steps that are required to deliver on the strategies and corresponding metrics identified in the Core Area Action Plan.

## Status

Each action has been assigned a status indicator to help define progress towards implementation. There are four status indicators:



Complete: The action is done.



On Target: The action is ongoing or is completed annually. Or, the action is in progress and is on target to be complete by the target end date. Or, the action is not yet started, but is on target to be complete by target end date.



Caution: The action is in progress or not yet started, and is flagged as possibly not being completed by target end date.



Cancelled: This action has been recommended to not move forward.



## Target End Date







A target completion date has been set for each action, expressed as the quarter and year. When the action is ongoing throughout the life of the Plan or completed on an annual basis, the target end date is Q4 2023 (the Strategic Plan end date).




## Variance




In cases where actions have been delayed due to shifting priorities or emerging circumstances, an explanation is included.

## Implementation Status Update Table





No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
1	Strengthen delivery of Coordinated Informed Response Program	Q4 2023		<p>Community Outreach Teams will attend many encampments first and will engage and support individuals to the best of their ability. At times, where there are safety issues, the outreach team may request support of Municipal Law Enforcement Officers (MLEO) as part of the Community Informed Response Team (CIR). CIR is currently attending any reported challenging locations on City property and for pre-authorized private properties.</p> <p>Action Continued - CIR/MLEO has increased its service delivery and support from a 5 day work week to a 6 day work week. Work continues on a whole of community response as part of the Health and Homelessness summit work. This will include a central access point, more robust outreach team and linkages to health related services for individuals experiencing homelessness. A governance table and planning are underway. CIR program will align with its community decision outcomes.</p> <p>The Diversion Pilot wrapped up in January 2023. During 2022, there were 108 meaningful interactions across 53 individuals where resources and services were offered. Success of the pilot included: establishing stronger relationships and information sharing between LPS, HSS, Outreach and Life Stabilization; a new shared consent was created allowing multiple services to collectively support, including Atlohsa and CMHA; learnings informed the development of the Life Stabilization Core 1 Team pilot which integrates elements of HSS Coordinated Access and stronger connections with Housing Access Centre. Challenges continued to be a lack of affordable housing; high incarceration rates (36-68% at any time) which made connections difficult; many individuals were very high acuity with complex barriers making it difficult to have meaningful connections; participants were often not ready, able or wanting to engage with Outreach supports. To align with community efforts related to the Health &amp; Homelessness Summit, a new "Community Reintegration Table" has been created by SOLGEN which includes HSS, LS, LPS, mental health partners, etc. This table provides a coordinated response to achieve a support and successful release of an individual from custody to the community.</p>	
2	Implement Housing Stability Week pilot project	Q4 2020		<p>Action Completed - Housing Stability Week took place between October 28th and November 1st, 2019. Over 800 people came through the doors looking to obtain information on housing. This event housed 118 individuals, which included finding short-, medium- and long-term housing accommodations for 84 adults and 34 children. Intakes were completed by 362 unique individuals, Social Housing Applications were completed by 132 people, and 101 individuals applied for ID.</p>	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
3	Implement early-morning Coordinated Informed Response Program	Q4 2020		Outreach now occurs 24 hours a day, seven days a week. Early morning curbside clean-up has been implemented. Action completed - The entire CIR team starts in the community at 7am Monday through Saturday with the Outreach team continuing to support 24/7.	
4	Implement breakfast Coordinated Informed Response Program	Q4 2023		Action continued - Various programs were supported through the community led Action and Accountability table which was founded by the City for Winter Response. These services included over night rest and early morning breakfast for all individuals seeking these services. The daytime supports and meal programs were approved to continue into Q3 2023.	
5	Establish Headlease Program	Q4 2020		On March 31, 2020, a report was brought forward seeking approval of Standard Draft Occupancy Agreements for supportive transitional housing with supports aimed at life skills development. City led pilot program completed.	Currently work is ongoing to Pilot a community led Head Lease program for 1 year. Program expected to begin in Q3 of 2023.
6	Double foot patrol officers in Core Area for a discrete period of time	Q1 2021		Foot Patrol in the Core Area was doubled during the periods of: October 20, 2019 - December 1, 2019 and April 1, 2020 - June 14, 2020. Additional officers were patrolling the Core from February 1, 2021 - March 1, 2021.	
7	Create new Spotlight Program	Q4 2021		Project start date was delayed due to COVID-19 impacts and business closures. The program was implemented in December 2021. As of December 31, 2022 sixteen (16) Business's have signed onto the program. Program promotion continues.	
8	Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues	Q4 2023		In addition to accessing City services by calling 311 / 661-CITY, residents and businesses can submit service requests and report issues online 24/7 by using the Service London portal. Residents and businesses can access more than 60 popular service request types such as garbage and recycling, road and sidewalk issues, flooding, sewers, trees, etc. The portal is integrated with the City's customer relationship management (CRM) system, which manages workflow and prioritization for many operational areas. Coordinated Informed Response (CIR) was recently added to CRM and work is underway to add CIR-related services to the portal. The Core Area Steering Committee Chair and Communications will continue to work with Service London and ITS to enhance the portal to address more Core Area concerns, and will increase awareness and understanding of the services available.	The Target End Date has been updated to reflect that this is an on-going initiative






No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
9	Install kindness meters to directly support core area social service agencies	Q4 2021		<p>Four City Of London parking meters were sold to a private person, prior to the development of this Action Plan, who collects the funds to give to charity.</p> <p>Kindness Meters as a mechanism for the City to solicit and manage donations will not be going forward, however the City can provide out of service meters to interested charitable organizations to use as a means to collect and manage donations. Staff were also directed to explore digital options, but Legal and ITS security concerns recommend against further advancement of that work.</p> <p>NCWS promoted "Kindness Meters" in their October 2021 newsletter to community partners. Organizations interested in collecting/distributing donations to support community members can request a surplus meter from the City. There are a number of meters available.</p>	<p>Staff recommend that, when parking meters are taken out of service, they could be made available to community groups for repurposing into kindness meters, it being noted that staff are also exploring options for digital donations. Meters are available for community groups. The digital option has been explored but Legal and IT security concerns recommend against pursuing it further.</p>
10	Stage police command vehicle in strategic locations	Q4 2020		<p>The Community Command Vehicle (CCV) has been deployed 49 times, in strategic locations, since October 28, 2019.</p>	
11	Issue request for proposals on Queens Avenue parking lot	Q2 2023		<p>In December 2021, Municipal Council approved the Terms of Reference for a workplan intended to prepare a more comprehensive review on vacancies in the Core Area. Included in this workplan is the integration of CAAP #11 into a broader study that reports on the status of the geographic distribution of parking demand, parking revenue and any recommended modifications or alternatives. The Core Area Vacancy Reduction Strategy is on track for a mid-2023 completion.</p>	





No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
12	Explore new ways to support Core Area property owners to dispose of found syringes	Q4 2023		<p>Needle bins are placed strategically based on usage/numbers and returned each year. Middlesex London Health Unit (MLHU) funds Regional HIV/AIDS Connection (RHAC) to pick up needles and is accountable monthly. There is also a Community Informed Response Program for clean-up on public and some private properties. Staff work with MLHU and other agencies to determine and re-evaluate hot spots.</p> <p>October 2020-July 2021: 57 locations in the Core Area were supported by peer or employees of RHAC for needle pick-up or education on how to dispose of syringes safely. A total of 86 hours was spent by staff responding and attending locations for improperly disposed sharps. A total of 609 syringes were collected.</p> <p>"Working together to remove sharps and needles" was an article included in the August 2021 Core Area Newsletter. Currently working on targeted mail-out to private property owners and businesses in the Core to provide information about sharps disposal.</p> <p>150 Sharp Disposal Kits with Tongs were purchased and will be housed at the Fieldhouse for distribution. Communications is working on promotional materials - searching out postal codes for the Core Area to have Canada Post deliver targeted mailing.</p> <p>October 2022 - Many people using the safe consumption site have moved closer to the new location and the volume using this site is going up.</p> <p>June 2022 - Core Area Summer Newsletter included a promotion of Sharps Disposal Kits available to Core Area residents and businesses, as well as information on how to safely pick up a sharp. The "How to Pick Up Sharps" video on london.ca was viewed 735 times in 2022 by members of the community. A minimum of 1,344,073 syringes were collected from needle bins, needle exchange, and pick up across the City.</p>	The Target End Date has been updated to reflect that this is an on-going initiative.
13	Conduct three-week Core Area By-law Enforcement blitz	Q4 2023		Two dedicated Municipal Law Enforcement Officers have been recruited and will be proactively enforcing in the Core on an ongoing basis, as an alternative to a short-term blitz approach.	Ongoing initiative
14	Prioritize Core Area building and sign permits	Q4 2023		The team is working on education and information packages to address Core Area Building & Sign Permits. Applications are being prioritized and processed as they are received.	






No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
15	Streamline event processes	Q4 2023		The development of user friendly promotional material will be created to educate event organizers on the City's role related to hosting special events in the Core Area.  Communications plan developed, implemented website edits, newsletter stories and social media posts.	
16	Provide incentives for installing uplighting on privately-owned buildings	Q4 2020		The two-year Pilot Program for Uplighting Grants will end in July 2021. Five Uplighting Grants were issued at a total of \$24, 410.	
17	Proactively recruit food trucks in dedicated area along Dundas Place	Q4 2023		The London Food Truck Association was invited to hold a weekly Food Truck night on Dundas Place in the summer of 2021. Food Trucks continue to participate in Dundas Place programming throughout the warm months of the year.	COVID-19 has impacted Dundas Place activation options. The Target End Date has been updated to reflect that this is an on-going initiative.
18	Identify opportunities for new parking spaces in the Core Area	Q4 2020		An initial identification of new public parking opportunities was completed and identified opportunities to create new on-street parking spots through the reallocation of existing road space. Implementation is occurring within existing budgets with required detailed analysis, consultation internally and externally, and through routine administrative amendments to the Traffic and Parking By-Law. New on-street parking spots were recently added to Waterloo Street and additional parking and loading spots have been identified for Richmond Street near Central Avenue for implementation in 2023.  Additional information on Core Area parking will be provided in a Q2 CWC report as well and updating the Downtown Parking Strategy is part of Council's 2023 to 2027 Strategic Plan.	
19	Establish permanent Coordinated Informed Response Program	Q2 2021		Initiative fully implemented and operating. Full time initiative that has been approved in the Multi-Year-Budget.	
20	Establish more daytime resting spaces	Q4 2023		Currently 15 daytime and overnight resting spaces being operated by London Cares. The 10 Women's only resting spaces were not opened as the agency that was approved to operate could not continue the program. 10 Indigenous specific resting spaces are being administered by Atlohsha as part of their broader Giwetashkad homeless strategy and the supports are indigenous led for indigenous.	Ongoing initiative







No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
21	Establish Core Area stabilization spaces	Q1 2024		<p>Property had been purchased for a stabilization space, and Council has endorsed the repurposing of the land for permanent housing.</p> <p>Revised business case has been endorsed by Western Ontario Health Team and revised ask has been submitted to the Ministry of Health.</p> <p>Program is still on pause as no formalized funding has been received. The Whole of community health and homelessness response strategy will implement a number of principles of this work.</p>	Implementation may be delayed based on availability of funding from the Ministry of Health. New Target End Date is Q1 2024.
22	Create new housing units with supportive living arrangements	Q4 2023		<p>A partnership was made with Indwell for supportive housing for lower-mid range homeless acuity individuals, located at 744 Dundas Street. The project will include a total of 70 affordable units, with 34 of those dedicated to individuals identified through Homeless Prevention's coordinated access system. Completion is anticipated for December 2022.</p> <p>Property has been constructed and 74 units of supportive housing have been completed and occupied.</p>	
23	Expand case management approach for helping vulnerable populations	Q4 2023		<p>A public Requests for Proposals process was completed to increase case management supports to include supports for individuals with low- to medium-acuity.</p> <p>Public and agency requests were made to operationalize WISH sites ensuring supports are in place for vulnerable individuals as part of Winter Response. Additional resources were added for the operationalizing of the community resting spaces, this led to creation of 40 spaces. Funded to start work in April/May 2021.</p> <p>Enhanced case management has been provided to the community through operation of the resting spaces.</p> <p>The Diversion Pilot (launched in July 2021) between LPS, Outreach and Life Stabilization (OW) is providing an innovative case management approach for supporting vulnerable populations. The pilot has been extended to early 2022.</p> <p>2022 - Program is operating and staffing is being used to support the ongoing staffing associated with the Resting space responses.</p>	Ongoing initiative
24	Complete and implement Affordable Housing Community Improvement Plan	Q4 2023		<p>The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. Incentives are currently available.</p>	Ongoing initiative












No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
25	Create four-year Core Area Ambassador pilot program	Q4 2023		Due to pandemic restrictions, the pilot program began on November 1, 2021 starting with nine personnel. Eleven Core Area Ambassadors (9FT/2PT) have been in place throughout Fall 2022 and Winter 2022/23. The program continues to the end of 2023. Program Evaluation has begun, with internal/external engagement for feedback, along with review of all procedures and roles. Program Review to be completed in late May 2023.	This program will be going until the end of 2023.
26	Undertake Core Area safety audit	Q4 2021		Safety Audit has been completed. Implementing the recommendations began in February 2022 and continues.	
27	Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms	Q4 2021		The Dundas Place Field House opened in June 2021 at 179 Dundas Street. This facility includes public washrooms open every day of the year. The front counter in this storefront space is regularly staffed by a Core Area Ambassador. Municipal Law Enforcement Officers thereafter moved to 206 Dundas Street. In March, 2023 the London Police Service opened their Community Foot Patrol Office in a nearby storefront space at 183 Dundas Street.	
28	Increase London Police Services foot patrol	Q2 2021		In 2020, the Foot Patrol Unit was increased by 3 Constables and 1 Sergeant.	
29	Proactive Compliance Program	Q4 2023		Two dedicated Municipal Law Enforcement Officers have been recruited and will be proactively monitoring bylaw compliance in the Core. October 2022 - Municipal Compliance By-Law has been made aware of groups of people who are congregating on Dundas Place - this can be very challenging to enforce at times but addressed through the S-1 Streets By-Law.  Please note that the number of MLEOs dedicated to this team was increased to four. In addition to Core activities, these MLEOs are assigned to Special Projects involving proactive compliance initiatives.	Action has been renamed to 'Proactive Compliance Program' to better represent the intent of the program.






No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
30	Develop and deliver safety training for business owners, employees and residents	Q4 2023		<p>Over 160 presentations/training and Crime Prevention Through Environmental Design (CPTED) reviews have been completed in the Core Area. This work will continue indefinitely with partnerships between the City of London and London Police Service.</p> <p>Corporate Security continues to maintain relationships with all stakeholders in the Core to address immediate needs.</p> <p>Work is being done to provide intersectional training for business owners in the Core (combination of LPS and Anova training) In 2022 a total of 22 presentations/training events that include CPTEDs (Crime Prevention Through Environmental Design) were completed in the Core.</p>	
31	Utilize existing Façade Improvement Loan Program to incent decorative gates through existing Community Improvement Plans	Q2 2021		Decorative gates are eligible for the existing Façade Improvement incentive program. No Façade Improvement Loans were requested. In 2021 LCRN Recovery Grants assisted the funding of gates at 4 locations. In 2022 LCRN Recovery Grants assisted the funding of gates at 2 locations and the Core Area Safety Audit Grant assisted the funding of gates at 1 location.	
32	Undertake safety blitz for aggressive driving in the Core Area	Q2 2021		The London Police Services Traffic Management Unit ran projects targeting aggressive driving, during Canada Road Safety week (May 12-18, 2020), during Operation Impact 2020 (October 9-12, 2020), and during the Loud Vehicle/Improper Muffler campaign (September 28-October 11, 2020)	
33	Proactive enforcement of Property Standards By-law	Q4 2023		In 2022, 299 files recorded vacant building breaches, exterior property standards, untidy matters, and graffiti matters. 78% of open files have been resolved. 33 of the 53 (62%) property standards matters have reached compliance. 50 City-initiated measures to reach compliance have been conducted. The Municipal Street Numbering Initiative produced 316 violations, of which 219 were able to reach compliance. 97 did not comply and required enforcement. Bike Path Graffiti Removal in 10 areas were identified as hotspots. Combined efforts with the Community Informed Response (CIR) team on sleeping rough and disruptive activities on Dundas Place is reporting progress. Relationships built with property owners, the Clean Slate team, Roads crews, the Ambassadors, and BIA groups have been paramount to realizing achieved results. MLEOs also cite collaborations with stakeholders to keep the former supervised consumption facility kempt.	




No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
34	Package Core Area patio, signage, licensing and other regular business processes	Q4 2023		Information packages continue to be completed through the Business Hub in Development and Compliance Services.	Ongoing initiative
35	Brand uniforms and equipment for all City staff providing service in the Core Area	Q4 2021		Branding was developed for the Core Area Ambassadors who started working in the Core Area in late November, 2021.	Core Area Ambassadors were hired in 2021. These individuals were provided with branded uniforms that reflected not only their connection to the City of London, but the fact that they are a valuable source of information about the Core. On reviewing this action, it's been determined that no additional branding will be applied to uniforms of vehicles in the Core. While the level of service within the Core is planned and stable, the exact personnel, equipment and vehicles used to deliver those services vary depending on staffing levels, activity levels, fleet maintenance and other factors. Keeping those resources under the City brand increases flexibility and responsiveness and reduces the cost of service delivery.
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	Q4 2023		Implementation and monitoring of the higher level of service is in place for 2021 and will be ongoing. Dedicated core area operational resources remain in place and the higher standard of cleaning continues. Evaluation of the effectiveness of the increased standard, along with any recommended changes, will occur in preparation for the new Core Area Strategy and the 2024-2027 Multi-Year Budget.	Ongoing initiative
37	Implement new pressure wash program for sidewalks and civic spaces	Q4 2023		A service contract for pressure washing was established, with implementation starting in 2020 and the program continuing over the life of the CAAP.	
42	Fund four-year Core Area "construction dollars" pilot program	Q4 2023		The 2022 Construction Dollar program launched in June 2022. \$92,000 Construction Dollar certificates were distributed by BIAs to the public to encourage patronage at local businesses in the Core Area during construction activities. \$79, 760 (86.70%) was redeemed. The 2023 Construction Dollars program launched on April 18, 2023.	The Targeted End Date has been updated to reflect that this is an on-going initiative until December 31, 2023.

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
43	Experiment with temporary free municipal parking	Q4 2023		Please note that the matter of the continuation of temporary free parking will be addressed in a separate Core Area Parking report.	
44	Increase range and intensity of programming in Core Area	Q4 2023		The Core Area was filled with activations programming throughout 2022. The London Arts Council, OEV BIA, Covent Garden Market, Museum London and other partners worked together to increase the range and intensity of programming, including using one-time supplemental funding directed by Council in mid-2022. Locations included Dundas Place, Victoria Park, Market Square, Queens Park, Talbot Street, and more. In 2022 a coordinated calendar of events was launched in paper form and on-line to help promote the activations to the community.	
45	Activate spaces and places with bistro chairs and tables	Q4 2023		Bistro Tables and Chairs were installed on Dundas Place throughout summer and fall 2022 for visitors to enjoy. The program continues through the end of 2023. In 2022 a small electric vehicle was obtained, enabling Core Area Ambassadors to move the bistro tables and chairs to other parts of the Core Area.	
47	Create an infrastructure art and beautification program	Q4 2023		In partnership with the London Arts Council, the City of London increased the number of traffic signal box art wraps installed in 2020, adding an additional ten wraps in the Core Area. Art Murals were included in 2021 and 2022 Core beautification. Additional horticultural displays in containers were introduced 2021 and 2022.	Ongoing initiative
48	Engage Core Area businesses to lead, volunteer or fund initiatives	Q4 2023		LEDC, OEV, and MainStreet London/Downtown leveraged \$122,000 in grant funding to attract businesses and build prospects lists. MainStreet London launched the UpStart Accelerator pilot project. The Join OEV campaign featured two intakes of submissions for entrepreneurs to receive grant funding for selected vacant properties in OEV.	The Target End Date has been updated to reflect that this is an on-going initiative until December 31, 2023.
49	Explore partnership opportunities with educational institutions for immersive learning in Core Area	Q4 2023		A number of City Studio projects undertaken in 2022/2023 explored ideas related to enhancing London as a Music City, and thereby bolstering the Core Area Music, Entertainment and Culture District. Economic Partnerships will provide updates for the planned downtown University of Western Ontario Community Engaged Learning Hub, located at 450 Talbot.	Completed for 2022/2023 academic year of City Studio.





No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
50	Establish new Core Area garbage and recycling collection program	Q4 2023		<p>Several pilot projects are underway including night collection services for garbage pickup (e.g., to remove bags before they are ripped). This requires the ability to implement a permanent storage area for the returning loaded night packer at EROC, which is going seeking final approvals with the Ministry of the Environment, Conservation &amp; Parks.</p> <p>Recycling services are being examined, along with the use of larger carts and receptacles for various types of waste. New Provincial recycling regulations will be in place starting July 1, 2023. Current recycling services are being transitioned in the Core Area and will be funded by industry (producers). New services, however, will not be funded by industry. These are referred to as ineligible sources.</p> <p>Discussion with Downtown London and Old East Village BIA will occur in fall 2023 after Blue Box Transition of current services has occurred. Committee and Council will be updated on potential next steps in May 2023.</p>	
51	Regenerate London and Middlesex Housing Corporation housing stock	Q4 2023		Currently on track with regeneration of London and Middlesex Housing Corporation housing stock. First building is currently under renovations in London South.	
52	Complete and implement the <i>Housing Stability Plan</i>	Q4 2023		<p>Municipal Council approved the Housing Stability Plan in December 2019. This Plan has been submitted to the Provincial and Federal governments.</p> <p>Council updated in 2021. Quarterly report to Council in September 2022.</p> <p>Effective 2022 reports will be annually.</p> <p>Plan continues to be implemented with 81(69%) of the 118 actions completed and ongoing, 19 (16%) actions in progress and 18 (15%) actions yet to be started. An update to the plan as per the HSA legislation is set to begin in late 2023.</p>	Ongoing initiative
53	Open permanent supervised consumption facility in appropriate location and close existing temporary facility	Q4 2023		The permanent supervised consumption facility at 446 York Street was open for use in September 2022. The temporary facility at 131 King Street ceased operations at that address.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
54	Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan	Q4 2023		The Core Area Community Improvement Plan was approved by Council on March 23, 2021. The Core Area Safety Audit is complete. Safety Audit Grants have been issued to 7-properties for identified eligible improvements.	
55	Implement safety audit recommendations on public property	Q4 2023		A Request for Proposal was issued in May 2021 and the safety audit is complete. The implementation of the Security Audit recommendations began in February 2022 and will be ongoing until recommendations are complete and/or funding is available.	Currently creating budget for implementation of additional cameras to Downtown Program in core area as recommended in audit. Start spring 2023 due to winter months.
56	Implement Core Area digital solutions	Q4 2023		The Corporation continues to evaluate digital solutions that may support the Core Area Action Plan. Improvements were made in 2022 to monitoring of the email CoreArea@london.ca to ensure more timely replies can be provided.	Ongoing initiative until December 31, 2023
57	Use CityStudio to explore innovative approaches to addressing Core Area social issues	Q4 2023		A number of City Studio projects in Fall 2019 and Winter 2020 dealt with Core Area issues ranging from surveys on social housing, facade condition assessments, retrofitting buildings on Richmond Row and public safety on streets and parks. A number of City Studio projects in 2021 addressed Core area issues such as Housing and Homelessness Crisis; Recycling in London Parks; Choose Your Winter - exploring winter event opportunities for the downtown; and Re-Occupying Downtown London - post-pandemic exodus. In 2022, the City continued to partner with our educational partners through City Studio in projects to support innovative approaches to addressing social issues. Two examples were the Safe Cities Toolbox for Community Partners to support organizations and businesses in creating their spaces safer; and the Central Bathroom Use and Monitoring Survey to explore what can be done to improve the quality of this municipal service, and reduce the complexity of the monitoring of these spaces.	
58	Work with surrounding communities to establish a regional strategy for addressing vulnerable populations	Q4 2023		A regional working group has been established to discuss strategies for addressing vulnerable populations. Participating Service Managers include St. Thomas/Elgin, Oxford County, Huron County.	Ongoing initiative

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
59	Explore opportunities to partner with agencies to provide a Core Area Resource Centre	Q4 2023		Temporary daytime resource spaces were operationalized as part of a Winter Response at Talbot Street Church and Hamilton Road Senior's Centre. The transition of the Dundas Place Fieldhouse to the Dundas Hub will fulfill some of the intended functionality and additional discussions are underway regarding other permanent sites and services.	
61	Explore opportunities for additional public washrooms	Q4 2023		Dundas Place public washrooms remained open since initial launch. Hours of operation have reflected hours of operation of Dundas Place and the Core Area Ambassador Program. Currently, public washrooms have been open for 86 hours/week. One-time funding was approved by Council in February 2023 to maintain this Dundas Place operation through the rest of 2023 and also in Victoria Park. As schedule shifts for summer months, Dundas Place washrooms will be open for 92 hours/week.	
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan	Q4 2023		The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021 (O-9257). The Core Area Patio Fees and Core Area Signage Fees programs are now available.	Encroachment fees for patios, signage and awnings have been eliminated or refunded and will continue until December 31, 2023.
63	Eliminate application fees for encroachments, signage and patios in the Core Area through Core Area Community Improvement Plan	Q4 2023		The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021 (O-9257). The Core Area Patio Fees and Core Area Signage Fees programs are now available.	Fees for encroachments, signage and patio applications will continue to be eliminated or refunded until December 31, 2023.
64	Eliminate fees for use of on-street parking spaces for temporary restaurant patios through Core Area Community Improvement Plan	Q4 2023		The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021 (O-9257). The Core Area Patio Fees program is now available.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
65	Discourage perpetual extension of temporary surface parking lots in Core Area	Q4 2023		This is an ongoing item that is evaluated with each request for a temporary use through the Zoning By-law amendment application process. Applications to extend existing temporary surface parking in the downtown are discouraged and intended to be gradually discontinued in areas where parking utilization is low to promote re-development.	
66	Continue to enhance transit service to the Core Area	Q4 2023		<p>Construction is progressing on all three corridors of London's rapid transit system in 2023: the Downtown Loop, East London Link and Wellington Gateway.</p> <p>Downtown Loop: The first phase of the Downtown Loop on King Street was substantially completed, the second phase on Queens Avenue and Ridout Street was significantly progressed in 2022 with 2023 carry-over work on Queens from Wellington to Richmond. Phase 3 will be constructed this year on Wellington in coordination with Phase 1 of the Wellington Gateway.</p> <p>East London Link: The first phase of the East London Link east of Wellington Street was completed. Construction has started for Phase 2 in 2023.</p> <p>Wellington Gateway: Phase 1 Construction has begun spanning from York Street south to the Thames River. Design and property acquisition is progressing for the remainder of the East London Link and Wellington Gateway projects.</p>	
67	Continue to improve cycling infrastructure in the Core Area	Q4 2023		<p>2022 construction included a protected bike lane on the Queens Avenue portion of the one-way couplet in the area of the Old East Village. Design of future bike lanes on Central Avenue was started, with construction planned for later in 2023.</p> <p>Previous years' capital projects include completion of Dundas Street protected cycle lanes, extension of the Colborne cycle track and an improved connection between the Thames Valley Parkway and Dundas Place. 2022 cycling counts are recording growth in cycling volumes along these corridors.</p>	



No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
68	Plan and save funds for a public parking garage	Q4 2023		Planned contributions to the parking reserve fund in support of a downtown parking strategy were approved through the Multi-Year Budget, sustained by increased parking meter fees.	An annual contribution funded by parking fees was introduced in 2020 to start to build a source of financing for the Downtown Parking Strategy, however, given the significant reduction of parking revenues it will be a very long term strategy to accumulate a reasonably significant balance that would support the capital costs.
69	Inventory social services in the Core Area	Q4 2022		<p>“Help Yourself Through Hard Times” is published by the City of London which inventories all services for vulnerable populations and provided at all Social Services offices.</p> <p>We have an inventory of Social Services in the Core Area</p>	
70	Provide a deferral of payment for businesses holding City-issued CIP loans for the duration of construction projects.	Q4 2020		On March 2, 2020, Municipal Council endorsed an amendment to update the guidelines for financial incentive programs permitted to allow for the deferral of loan repayments during road construction. Road construction deferrals continue to be available to Core Area properties that have Community Improvement Plan loans; however, the deferral of loan repayments due to the COVID-19 pandemic ended in December 2022	
71	Invest in Dundas Place	Q4 2023		Investment in Dundas Place includes equipping the Field House as a supply and personnel base for operations in activations, to facilitate programming, provide washrooms for general public use, and maintain a high standard of cleanliness.	

**From:** midtowncommunityorganization  
**Sent:** Sunday, June 18, 2023 10:09 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] Added Agenda-SPPC MTG-June 20-2.2 Agenda Item-Core Area Action Plan 2022 Review

Please consider this an added agenda submission with respect to item 2.2 on the SPPC agenda for June 20-Core Area Action Plan 2022 Review.

Chair Mayor Morgan -Council Members

Its has been a few years since, the Core Area Action Plan, was first introduced to this committee, back in October of 2019. <https://pub-london.escribemeetings.com/Meeting.aspx?Id=3469df7b-b8d1-42cf-9c28-651233427aa5&Agenda=Merged&lang=English&Item=17&Tab=attachments>

Many of the 69 actions that were introduced at that time, were inspiring, and the vision that was painted to us, gave the businesses and residents in Midtown hope and something to look forward to.

However, since that time, the actions that we were led to believe that were “on their way” never fully materialised in our opinion, and Midtowners watched as the middle of the Core Area was overlooked. Many people walking, biking, or driving. Would not even know the name of the neighbourhood, they were travelling through. For there are no street signs that say Midtown, or gateways, or anything to show to the public. I recall that one of the visions of the Core Area Action Plan, was that “People can proudly identify as their home and neighbourhood”. Signage would help bring that identity, to the forefront of people’s minds.

But not all has been lost, since 2019, with the creation of the Dundas Street Cycle Track/Colborne Street cycle track, and currently under construction, the East Link BRT. And with the inclusion of Midtown in other city policies, CIPs, and programs, has renewed hope in the community, and new businesses have opened. Yet the middle of the core, still has along way to go.

Under 2.6 Management and Communication of the CAAP.

You will find that there is no voice representing Midtown, on ether the “Core Area Strategy Team” or on the “The Core Area Action Team” and this is a concern.

With the phrase “Nothing about us with out us,” Midtown Community Organization would like to request a seat at these tables, so our business members and residential members are represented and are given a voice in the direction of their community. This way we can avoid being overlooked, as we have been in the past, and start the process of collaborating with other Core Area stakeholders, on a path forward and help make the Core Area a positive and vibrant place to be.

On behalf of Midtown Community Organization

Thank you,

Deanna Brown, Coordinator  
[Midtown Community Organization](#)



# Activity Update

## 2022



# ACTIVITY UPDATE

The Team.....	4	Strategic Objectives .....	21
Vision   Mission .....	5	Grow.....	22
Board of Directors.....	6	Invest.....	24
Strategic Functions.....	7	Talent.....	27
Organizational Objectives .....	8	Engage .....	28
Key Success Drivers .....	8	Don't Tell Toronto.....	31
Sectoral Focus .....	9	Choose London .....	32
Advanced Manufacturing .....	11	Collaborations and Partnerships.....	35
Agri-Food Processing .....	12	Strategic Initiatives.....	37
Digital Media and Tech.....	15	Economic Indicators .....	39
Health.....	19		



As the lead economic development agency in London, Canada, the LEDC develops sustainable economic advantage through the growth of local business, attraction of new foreign investment and scale-up support. LEDC focuses on growing London's primary economic sectors – Agri-Food, Advanced Manufacturing, Digital Media and Tech, and Health. Growth in these sectors creates additional jobs through supply chains, service, retail industries, and more.

# THE TEAM



**Jack Adams**  
MANAGER,  
BUSINESS DEVELOPMENT



**Robert Collins**  
DIRECTOR,  
WORKFORCE  
DEVELOPMENT



**Ashley Conyngham**  
DIRECTOR, MARKETING  
& COMMUNICATIONS



**Bhavika Dalal**  
ACCOUNTING SPECIALIST



**Andrew Dodd**  
MANAGER,  
FILM LONDON



**Kapil Lakhota**  
PRESIDENT & CEO



**Lia Ludaes**  
ADMINISTRATIVE  
SPECIALIST



**Larry Mackinnon**  
DIRECTOR,  
BUSINESS  
DEVELOPMENT



**Brittany Maia**  
MANAGER,  
BUSINESS DEVELOPMENT



**John Pollock**  
CONSULTANT,  
BUSINESS  
DEVELOPMENT



**Josh Taylor**  
MANAGER,  
BUSINESS  
DEVELOPMENT



**Sandra Zarate**  
BUSINESS SUPPORT  
SPECIALIST

The LEDC employs experienced professionals who provide information, advice, and assistance to growing London businesses and foreign investors.



# VISION | MISSION

Grow our economy through attraction of new investment, acceleration of local business, and building stronger workforce capacity.

	EXPANSIONS AND ATTRACTIONS	JOB ADDED	GRANTS AND SUBSIDIES		FACILITATED CREATION OF
2021	\$ 173M	1950	\$ 79M	SINCE INCEPTION IN 1998	25K NEW JOBS
2022	\$ 218M	1400	\$ 49M		\$ 3B NEW INVESTMENTS
					\$ 23+M ANNUAL PROPERTY TAX REVENUE

For over 23 years the London Economic Development Corporation (LEDC) has been successful in attracting new employers to London, as well as assisting hundreds of companies with local expansions.

LEDC's goal is to continue developing economic activities across targeted industry sectors, leading to job creation through attraction, retention, and workforce development.

The LEDC is governed by an independent board, comprised of accomplished business and community leaders.

---

## BOARD OF DIRECTORS

**Aaron Atcheson**  
PARTNER  
MILLER THOMSON LLP

**Roy Butler**  
PRESIDENT AND CEO  
ST. JOSEPH'S HEALTHCARE  
LONDON

**Kapil Lakhota**  
PRESIDENT AND CEO  
LEDC

**Josh Morgan**  
MAYOR  
CITY OF LONDON

**Cathy Siskind-Kelly**  
CO-OWNER  
BLACK FLY BEVERAGE  
COMPANY

**Doris Bitz**  
FORMER PRESIDENT, RETAIL  
DESSERT HOLDINGS

**Peter Devlin**  
PRESIDENT  
FANSHAWE COLLEGE

**Andrew Lit**  
GENERAL MANAGER  
BROSE CANADA

**Michael Schmalz**  
PRESIDENT  
DIGITAL EXTREMES

**Lynn Smurthwaite-  
Murphy**  
CEO  
PLUGABLE TECHNOLOGIES

**Stephen Bolton**  
FORMER PRESIDENT & CEO  
LIBRO CREDIT UNION

**Lisa Harrison**  
FORMER CHIEF OPERATING  
& PRIVACY OFFICER  
ALIMENTIV INC.

**Lynne Livingstone  
(Advisor)**  
CITY MANAGER  
CITY OF LONDON

**Dr. Alan Shepard**  
PRESIDENT & VICE  
CHANCELLOR  
WESTERN UNIVERSITY



# STRATEGIC FUNCTIONS

LEDC has set the following broad strategic functions in order to achieve the above goals.

## Grow

Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.

## Invest

Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

## Talent

Assist employers in connecting with various talent pools and develop better capacity to recruit and retain workforce.

## Engage

Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.

## KEY ORGANIZATIONAL OBJECTIVES

**Facilitate** growth of a knowledge, technology, and innovation-based economy.

**Champion** positive and collaborative economic narrative within the city.

**Develop** bold, creative, and future-focused initiatives to target new investment opportunities and to help accelerate growth of local companies.

**Collaborate** with other organizations on a unified “London FIRST” approach, identify gaps in service offerings, and reduce overlap to better serve local companies.

**Attract** new business and foreign direct investment to London, and assist those companies with navigating government programs, regulatory approvals, and connecting with the local business environment.

**Collaborate** with other agencies on core area recovery and revival efforts

**Build** robust workforce capacity, improve our labour force participation, and find innovative ways to connect employers to talent.

## KEY SUCCESS DRIVERS

### 1. Clusters

Design creative ways to grow our key clusters through diversification, industry events, research and development, infrastructure investments, skills training, and access to financing.

### 2. Infrastructure

Work with various groups responsible for infrastructure development, such as the Industrial Land Development team and Planning Division at the City to support the development of market-ready infrastructure.

### 3. Workforce

Facilitate effective labour matching for employers, through attraction of new talent, retention of skilled graduates, and engagement of experienced workforce.

### 4. Culture

Collaborate with organizations such as Downtown London, Tourism London & RBC Place to animate downtown spaces, attract new cultural activities and contribute to the development of an exciting, energetic and engaging brand for London.

# SECTORAL FOCUS

Advanced Manufacturing | Agri-Food and Beverage Processing | Digital Media and Tech | Health

LEDC acts as a catalyst for economic growth in the city. We help attract new investment, jobs and infrastructure to the city, which in turn creates additional jobs through supply chain benefits, service industry and more. This multiplier effect creates significant wealth and prosperity for Londoners.



## SECTORAL FOCUS

# ADVANCED MANUFACTURING

**Objective:** Diversify London's industrial cluster by developing new manufacturing niches such as electric mobility, lightweighting and automation by leveraging existing manufacturing skills in the region as well as the training capacity at local education providers.

500+  
**COMPANIES**

34,300+  
**EMPLOYED**

## SECTORAL FOCUS

# ADVANCED MANUFACTURING

With more than 34,300 employees and 500 companies, the advanced manufacturing sector in London represents approximately 11% of all employment in the region. Defense and composite material-based products are driving growth in this sector, as well as the automotive and transportation industries.

London's advanced manufacturing companies are focusing on automation, robotics and technology to produce high-value products, as well as diversifying the sector through industries such as aerospace, sporting goods, and building products.

In 2022 LEDC assisted a number of companies to buy land and make London home. LEDC also assisted with dozens of manufacturing expansions. The annual Manufacturing Matters conference was able to bring the sector together virtually.



## SECTORAL FOCUS

# AGRI-FOOD PROCESSING

Continue building on our reputation as the premier provincial site for food processing investment and job creation opportunities as well as support incubation and scale up of smaller food processing business through collaborations with Western Fair's The Grove, Small Business Centre and RH Accelerator.

**60+**  
**COMPANIES**

**6,000+**  
**EMPLOYED**

## SECTORAL FOCUS

# AGRI-FOOD PROCESSING

Convenient access to raw materials including fresh water and major markets has historically been among the leading reasons for attracting agri-food companies.

London continues to enjoy a spectacular record of growth in our Agri-Food cluster, which now has more than 60 companies employing over 6,000 people, focused in baked goods, meat production, frozen desserts, spices honey, alcoholic beverages and more.

There are tremendous supply chain benefits that arise from new food and beverage processing operations, including raw material processors, temperature controlled logistics, food grade packaging, and specialized automation equipment.

London has successfully landed new food companies such as Aspire Food Group and Maple Leaf Foods and supported several large expansions. There has been a lot of activity with local food entrepreneurs starting micro-breweries, health foods and fermented products. With the successful launch of Western Fair's The Grove, London now has a dedicated food and beverage incubation facility with equipment, resources, mentorship and programming.

## SECTORAL FOCUS

### DID YOU KNOW?

Over the last 10 years there's been a strategic move to diversify our Advanced Manufacturing sector to include more agri-food and beverage processing companies. This diversification provides more stability in our economy, as well as opens the sector up for more diversity, inclusion, and equitable employment opportunities.

#### CLUSTER INCLUDES





## SECTORAL FOCUS

# DIGITAL MEDIA AND TECH

Develop a strong pipeline of technology startups and scaling companies; take leadership in creating a niche cluster of film, television and digital media.

**300+**  
**COMPANIES**

**9,000+**  
**EMPLOYED**

## SECTORAL FOCUS

# DIGITAL MEDIA AND TECH

London is a key digital content, interactive technology and large digital game development centre in Ontario. The city has more than 300 technology companies, employing over 9,000 people focused in interactive game development, automation and productivity software, cyber security, healthcare IT and SAAS. The RH Accelerator's addition of private sector capital, programs and services to this sector and a number of high profile acquisitions and equity investments have raised London's visibility on the tech map.

LEDC worked with a number of digital creative companies in 2022, to connect them to talent, capital, infrastructure, and training. In addition, LEDC collaborated on industry-focused events, such as, Deloitte's Technology, Media and Telecommunications Predictions, and a Forest City Film Festival networking event to connect tech experts to filmmakers.

## SECTORAL FOCUS

### DID YOU KNOW?

London is home to some of the fastest growing technology companies and top places to work in Canada.

#### CLUSTER INCLUDES



**DIEBOLD  
NIXDORF**

**J.D. POWER | AUTODATA  
SOLUTIONS**

**tbk**



**PSD** RESEARCH  
CONSULTING  
SOFTWARE

**CARFAX**

**INFO~TECH**  
RESEARCH GROUP

**TACTIC**  
STUDIOS

 **paystone**

## SECTORAL FOCUS

# HEALTH

Improved commercialization of health technologies through stronger partnerships with Western University and Fanshawe College; better engagement with early-stage companies with scaleable potential through our Founders program.

**60+**  
**COMPANIES**

**25,000+**  
**EMPLOYED**

## SECTORAL FOCUS

# HEALTH

London's Life Sciences sector employs more than 25,000 people, in frontline health care delivery organizations, research institutes, and private sector companies. Areas of expertise include biomedical, biotechnology, medical devices, clinical trials, digital health, medical imaging, xenotransplantation, and advanced robotic surgery.

LEDC worked with research and commercialization partners to assist with new startup and scaleup activity and to refer businesses to London's various research and development capabilities.

The announcement that Medicom Canada will build a 150,000 sq. ft. manufacturing facility for nitrile gloves in London has boosted our reputation as a preferred destination for medical production.

### CLUSTER INCLUDES



# DID YOU KNOW?

## Medical firsts happen here in London.

**Dr. Frederick Banting** puts to paper his 25-word hypothesis that leads to the discovery of insulin.

---

### **WORLD FIRST**

Pacemaker cardioverter defibrillator (PCD) is implanted at **University Hospital**.

---

**WORLD FIRST** Transplantation of the liver, bowel, stomach, and pancreas into a five-month old infant, the youngest recipient of a multi-organ transplant at **LHSC**.

---

**WORLD FIRST** Research led by **Western University's Dr. Kang** (supported by Sumagen Canada) results in the first and only preventative HIV vaccine based on genetically modified killed whole virus proceeding to human clinical trials.

---

**WORLD FIRST** Research led by **Dr. Adrian Owen** of **Western University's Brain and Mind Institute** makes history by discovering a way to communicate with patients in a vegetative state through brain imaging.

---

### **WORLD FIRST**

LHSC surgeons performed first robotic aortic valve replacement on patient using da Vinci robot.

---

### **FIRST IN ONTARIO**

Ontario's first paediatric robot-assisted stereoelectroencephalography (SEEG) performed by the Paediatric Epilepsy Program at Children's Hospital at London Health Sciences Centre (LHSC).

---

**TOP 10 Lawson Health Research Institute** has ranked eighth in the country for the 2021 edition of Canada's Top 40 Research Hospitals List by Re\$earch Infosource.

---

# STRATEGIC OBJECTIVES

Grow | Invest | Talent | Engage

The LEDC's activities are driven by four strategic objectives – to accelerate business growth, attract new investments, connect employers to talent, and engage with local, national, and international audiences about what's new and exciting in London.

From training workshops and programs to events, all of the LEDC's initiatives are driven by these objectives and are established for London's largest and fastest growing sectors.

As companies increasingly seek skilled talent to support their business growth, workforce development will remain a key priority for the LEDC over the coming years.



## STRATEGIC OBJECTIVES

### GROW

Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.

The LEDC offers existing London businesses a comprehensive suite of services designed to facilitate sustainable long-term growth.

Our staff assist local companies with supply chain development, market research, feasibility studies, building local partnerships, and other services that build sustainable clusters.

#### **KEY FOCUS OF THIS PORTFOLIO INCLUDES:**

Scale-up | Retention | Cohesion



# STRATEGIC OBJECTIVES

## GROW

	RETENTION FILES*	JOBS	ACTIVE EXPANSION FILES	COMPANIES	REFERRALS
2021	4	406	27	832	1,735
2022	12	637	30	855	3,989

\*Includes companies that have requested LEDC support for employee and business retention.

Referrals we often make: Small Business Centre, City of London, Export Development Canada, TechAlliance & many more.

### COMPANIES WORKED WITH



## STRATEGIC OBJECTIVES

### INVEST

Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

Initiatives in this portfolio focus on developing new investment and job creation opportunities in target markets best suited to match with London's key sectors. When appropriate, LEDC's attraction activities are coordinated with Federal and Provincial investment and trade representatives.

#### **KEY FOCUS OF THIS PORTFOLIO INCLUDES:**

Funnel | Support Hub | Infrastructure

# STRATEGIC OBJECTIVES

## INVEST

	INVESTMENT MISSIONS	ATTRACTION FILES	FOR PROPOSALS	SITE SELECTION TOURS
2021	4	132	71	15
2022	8	30	85	151 virtual tours included

### COMPANIES WORKED WITH





## STRATEGIC OBJECTIVES

### INVEST

#### HIGHLIGHTS

# Maple Leaf Foods

Though the project was landed years ago, their presence in London has precipitated numerous other businesses to set up in the city, such as Pollux out of Brazil, Ryder Trucking, food distribution partners, as well as business opportunities for equipment manufacturers, service providers and logistics companies. An investment the size of Maple Leaf Foods in London has a ripple effect throughout the industrial sector for years if not decades. Many local companies have benefited. Many new companies have arrived.

## STRATEGIC OBJECTIVES

### TALENT

Assist employers in connecting with various talent pools and develop better capacity to recruit and develop London's workforce.


LEDC has been recognized as being one of the first economic development agencies in Canada with a dedicated Workforce Development focus. The overall mandate of this portfolio is to work with the business development team and provide workforce development services to their clients, which help support expansions and growth. We connect employers to education institutions, employment support agencies, key contacts in the community, in-person and Job Fairs, employer workshops on a variety of topics, and other information sessions. Sessions for pre-arrival international Fanshawe students and newcomers were added this year along with support for the development of a variety of short virtual skills programs to assist those affected by sectoral impacts to transition to in-demand occupations.

#### **KEY FOCUS OF THIS PORTFOLIO INCLUDES:**

Employers | Newcomers | Post Secondary

# STRATEGIC OBJECTIVES

## TALENT

	EXTERNAL JOB FAIRS	EMPLOYER & JOBSEEKER CONSULTATIONS	WORKFORCE PROJECTS		AVERAGE NO. OF COMPANIES	AVERAGE NO. OF JOB TITLES
2021	11	1,290	26	2022	 93	487
2022	8	1,941	22		 78	443

London Tech Jobs and London Manufacturing Jobs are free portals to help employers promote their open digital creative, technology and manufacturing jobs.

### TALENT INITIATIVES



Facilitated two London & Area Works Job Fairs which also includes a 13 part series on CTV London.



Worked with Kings on a signature program called the Kings Promise. This initiative guarantees students meaningful employment within their first six months post-graduation.



LEDC is the referral partner for area companies to access the federal Global Talent Stream helping growing companies obtain **Dedicated Service Channel** support from Immigration, Refugees and Citizenship Canada and referral support for **Category A Talent** to access unique and specialised foreign nationals.



## STRATEGIC OBJECTIVES

### TALENT

#### HIGHLIGHTS

## Knighthunter + LEDC

With the assistance of Knighthunter, our Job Portals connect directly to [www.londontechjobs.ca](http://www.londontechjobs.ca) and [www.londonmfgjobs.com](http://www.londonmfgjobs.com) directly to those at Western University and Fanshawe College increased employer participation and brought London companies more to the attention of post-secondary talent and alumni.

*“Through collaborating with our partners, Fanshawe College is excited about creating more employment opportunities for our students and graduates while contributing to our communities economic recovery”*

DARLENE O'NEILL  
Director,  
Employment and Student Entrepreneurial Services  
Fanshawe College

## STRATEGIC OBJECTIVES

### ENGAGE

Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.

The engage portfolio champions positive economic dialogue within the city, raises visibility for job creation opportunities, and supports all internal and external activities across our target sectors and strategic focus areas of business.

LEDC's engage team provides marketing and communications support to LEDC clients, and collaborates with community organizations to develop, deliver, and support events for London's key sectors.

#### **KEY FOCUS OF THIS PORTFOLIO INCLUDES:**

Brand | Inform | Collaborate



## STRATEGIC OBJECTIVES

# DON'T TELL TORONTO



The Don't Tell Toronto marketing campaign has gone viral on major sites like Narcity, BlogTO and Reddit. (Feb 14 to Feb 20, 2021)

### THE ISSUE AT HAND

Access to qualified talent is the number one barrier to growth for London companies.



**Speak**

	WEB VISITS	DON'T TELL TORONTO.CA PAGE VIEWS	SUBSCRIBERS	INBOUND INQUIRIES
	9,940	11,720	2,780	2,250

# STRATEGIC OBJECTIVES

## CHOOSE LONDON



### THE ISSUE AT HAND

Diversity is community. A diverse workforce brings social and economic prosperity. The ads appeal to those who may be feeling disenfranchised, who are ready for a change – People who are ready to choose something different.



Blue Aardvark  
GRAPHIC COMMUNICATION

Speak

# STRATEGIC OBJECTIVES

## ENGAGE

	INBOUND ENQUIRIES	PAGEVIEWS TO LEDC.COM		MEDIA HITS		EVENTS HOSTED
2021	578	247K	2021	113	2021	21
2022	603	239K	2022	183	2022	16

	NEWSLETTER NEW SUBSCRIBERS
2022	138
	11
	CAMPAIGNS

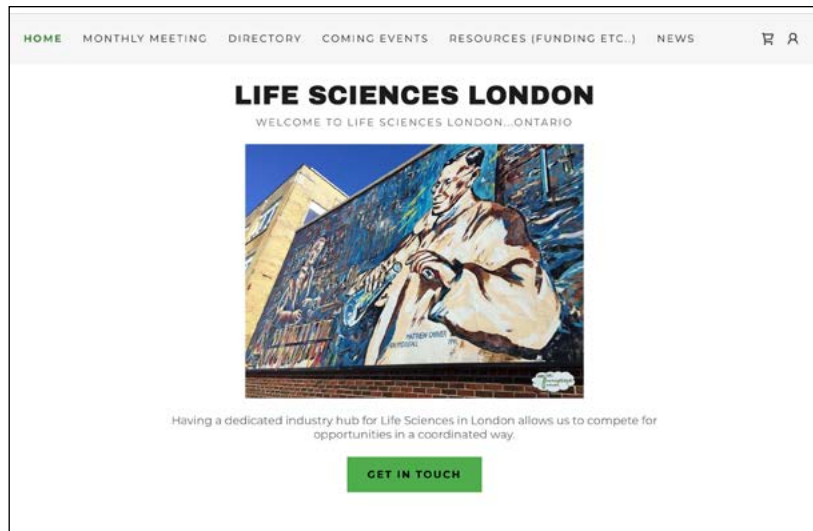
# STRATEGIC OBJECTIVES

## ENGAGE

### HIGHLIGHTS

## LifeSciencesLondon.ca

London has many strengths in clinical research and medical commercialization. The successful launch of Life Sciences London brings resources and partners together in support of a growing ecosystem to unlock the additional potential of the medical sector. Participants include scaling companies, health and education institutions, ecosystem supporters, experienced business leaders, and interested individuals from all over southwestern Ontario.



# COLLABORATIONS & PARTNERSHIPS



London  
CANADA

Working together to provide support including, Industrial Lands promotion and strategy, the choose London Newcomers strategy, Jobs Now Network to connect employers

to talent and the Skills Advance Ontario pilot project. Collaborating with Downtown London, Small Business Centre, Old East Village on the Core Area Action Plan (CAAP).



Partnering to advance London's niche aerospace cluster through joint land

development, pitches to airlines, and aviation businesses.



Supporting many Chamber events and initiatives, including the new London book.



Partnering to highlight local solutions and industry sectors, through ongoing events such

as Manufacturing Matters in a virtual setting and our Holiday Open House.



Partnering on the London & Area Works initiative video series, which puts a spotlight on unique products manufactured in the London region.



Along with other partners such as Excellence in Manufacturing we delivered our annual Manufacturing Matters conference virtually.

Virtual niche events focused on exporting, food and beverage processing as well as Covid best practices where also held virtually.



WCT FCT  
Women in Communications and Technology | Les femmes en communications et technologie

As the regional supporter for the London Chapter, LEDC helps WCT deliver local events and workshops that are valuable to the digital creative sector.



Chance to work closely with Workforce Planning and Development Board | Elgin, Middlesex, Oxford



**the grove.**  
HARVESTING INNOVATION

Initiating an important partnership with Libro Credit Union and supporting London's new agri-business incubator at the Western Fair District and referring clients to access space, resources, and connections to accelerate business growth.



Collaborated with Western and affiliates Kings, Brescia and Huron on international recruitment strategies and career fairs.



Connecting early-stage companies in London's digital creative sector to access space, mentors, investors, and resources at the accelerator.



Delivering multi-phase food and beverage programming to support agri-food entrepreneurship.



Signed a formal partnership MOU, that includes participating in program advisory committees, actively reporting on new programs, international recruitment. Momentum series online.



It's now easier for students and recent grads to connect with local employers and employment opportunities through a one post system. The London Economic Development Corporation (LEDC), Knighthunter, Outcome Campus Connect (OCC), Western University, and Fanshawe College, have joined forces to accelerate the regional economy while supporting job-seeking recent graduates. Through this strategic partnership, Knighthunter.com has connected the LEDC's industry-specific job boards with Outcome Campus Connect and is now using OCC's application programming interface to empower London-based employers to directly reach and recruit student and recent graduate talent from Western University and Fanshawe College.



Partnered to develop and deliver Smashing Barriers- Breaking and Building for Everyone, an event that promotes and celebrates International Women's Day. Great strides have been made since the inception of International Women's Day in 1909, but the work is just beginning. This day marks a moment to reflect on triumphs, celebrate the power, acknowledge the shortcomings and plan for strategies of change as we revere women. The International Women's Day 2022 theme, #BreakTheBias, captures what we embrace and work to emulate each and every day in our lives, work and community.



Working with Tourism London to support events and initiatives as well as collaborating on the successful bid to host the 2022 EDCO regional conference in 2022

# STRATEGIC INITIATIVES

## **INDUSTRY COLLISIONS**

The LEDC collaborated with The Forest City Film Festival, Deloitte Canada, London Region Manufacturing Council and others to deliver virtual industry events in 2022, which are creating networking and business-to-business opportunities among local companies.

## **LONDON & AREA WORKS**

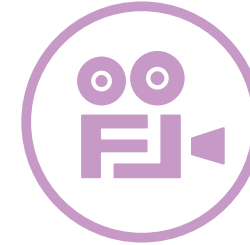
In 2022 the community partners involved in this project - CTV London, City of London, LEDC, Elgin County, Employment Ontario, Future Oxford, and Local Employment Planning Council - virtually hosted two Job Fairs that attracted over 2,000 jobseekers to meet hiring employers and community services. Jobseekers were provided preparatory workshops and were introduced to free employment services that can help them prepare for post pandemic opportunities.

## **REGIONAL ALLIANCES**

The LEDC participates in two pan-regional alliances, with the Ontario Food Cluster (OFC) and Ontario Manufacturing Communities Alliance (OMCA). We work with other municipalities in Ontario to market Ontario and serve as a one-stop shop for potential foreign investments. LEDC is also a member of the Consider Canada City Alliance (CCCA) where Canada's 13 largest cities coordinate investment attraction activities with the Federal government.

# FILM LONDON

Film London collaborated with the Forest City Film Festival – (OSCC project pitch)



FILM LONDON  
ONE STOP. FOR REEL.

WEBSITE FILM DATABASES				FILM LOCATION TOURS	
LOCATIONS		RESOURCES		2021	2022
2021	2022	2021	2022	2021	2022
94	120	70	86	4	18
23	127	63	106	15	11
TALENT/PERFORMERS		CREW		FILM PROJECTS	

## # OF SOCIAL MEDIA FOLLOWERS GAINED

2021 + 386  
2022 + 1490



## PRODUCTION/COMPANIES WORKED WITH:

- AppleTV+
- Budgie Films Inc.
- Circle Productions
- Matchbox Pictures
- Media Headquarters
- Toronto Metropolitan University
- Sprinter Productions Ltd.
- Triple Goddess Productions
- Vortex Productions
- YSK Media



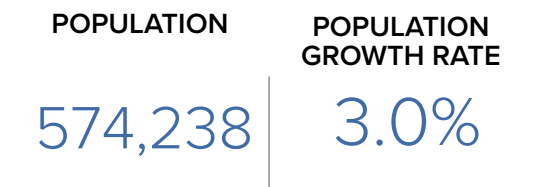
# ECONOMIC INDICATORS

Successful outcomes for LEDC go beyond job creation and investment attraction. The efforts of our team have a very high multiplier effect in the community and impacts many lives in London.



ANNUAL DEMOGRAPHIC ESTIMATES  
BY LONDON CENSUS METROPOLITAN AREA (CMA)

CHART 3



A census metropolitan area (CMA) or a census agglomeration (CA) is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CMA must have a total population of at least 100,000 of which 50,000 or more must live in the core.

SOURCE: STATISTICS CANADA POPULATION ESTIMATE AS OF JULY 1, 2022

GROSS DOMESTIC PRODUCT (IN MILLIONS)

CHART 2

	2015	2016	2017	2018	2019	2020	2021	2022
<b>GDP</b>	20,749	21,071	21,471	21,800	21,568	22,410	24,602	25,473

SOURCE: THE CONFERENCE BOARD OF CANADA

## EMPLOYMENT LONDON CMA (IN THOUSANDS)

	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Total Employed</b>	<b>239.6</b>	<b>249.0</b>	<b>245.2</b>	<b>247.4</b>	<b>257.3</b>	<b>256.1</b>	<b>257.9</b>	<b>281.8</b>	<b>295.4</b>
<b>Goods-Producing Sector</b>	48.9	54.0	54.8	53.0	55.0	56.3	58.2	58.1	62.4
<b>Agriculture</b>	3.2	3.6	3.2	3.0	2.6	2.5	4.3	2.8	3.0
<b>Construction</b>	16.6	16.5	15.2	16.4	17.8	18.0	21.4	19.9	23.2
<b>Manufacturing</b>	27.7	32.9	35.1	31.7	33.4	35.2	31.4	33.9	34.5
<b>Services-Producing Sector</b>	190.7	195.0	190.4	194.4	202.3	199.8	199.7	223.7	233.0
Trade	37.5	37.4	33.0	39.5	43.7	38.4	32.1	37.9	43.1
Transportation & Warehousing	11.5	9.6	10.6	9.4	11.0	10.9	12.8	12.2	11.4
Finance, Insurance, Real Estate & Leasing	15.8	17.6	16.1	17.4	16.7	19.1	19.9	21.1	21.9
Professional, Scientific & Technical Services	12.1	14.8	15.8	15.7	15.2	17.4	20.6	19.8	23.1
Business, Building & Other Support Services	11.9	14.8	11.7	12.7	12.0	10.9	9.0	12.5	12.0
Educational Services	22.5	22.7	22.3	23.4	22.6	21.3	23.3	26.8	28.2
Health Care and Social Assistance	35.4	34.7	38.0	37.4	38.8	38.0	39.5	45.0	45.6
Information, Culture & Recreation	9.3	6.4	9.7	8.0	8.4	8.7	9.7	9.4	9.8
Accommodation & Food Services	17.4	19.0	18.3	16.9	17.7	15.5	15.2	17.9	17.2
Other Services	7.8	8.6	8.6	7.7	9.5	9.9	8.0	10.0	9.5
Public Administration	9.7	9.3	6.5	6.4	6.8	9.6	9.6	10.9	11.2

SOURCE: STATISTICS CANADA. TABLE 14-10-0384-01 EMPLOYMENT BY INDUSTRY, CENSUS METROPOLITAN AREAS, ANNUAL (X 1,000)

LONDON ECONOMIC DEVELOPMENT CORPORATION | LEDC

41

LONDON HOUSING PRICES (AVERAGE)

	SINGLE FAMILY DETACHED	STANDARD CONDOMINIUMS	AGGREGATE
<b>London</b>	\$652,500	\$378,900	\$637,700

SOURCE: ROYAL LEPAGE NATIONAL HOUSE PRICE COMPOSITE IN THE FOURTH QUARTER 2022

MEDIAN TOTAL  
INCOME  
(ALL FAMILIES)

	2015	2016	2017	2018	2019	2020
<b>London</b>	\$80,570	\$81,800	\$83,880	\$86,860	\$88,240	\$94,070
<b>Canada</b>	\$80,940	\$82,110	\$84,950	\$87,930	\$90,390	\$96,220

## BUILDING CONSTRUCTION ACTIVITY (IN \$MILLIONS)

	2017		2018		2019		2020		2021		2022	
	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE
Residential	3292	\$822.34	2,702	\$763.2	2,679	\$755.5	2,639	\$1,239.1	3,190	\$1,239.1	2,704	\$1,003.5
Commercial	435	\$154.17	502	\$141.6	546	\$115.3	546	\$106	401	\$116.9	316	\$196.0
Industrial	95	\$33.23	81	\$43.6	112	\$385.7	64	\$63	64	\$97.7	47	\$180.8
Institutional	175	\$108.39	236	\$53.9	191	\$97.1	178	\$203.6	144	\$175.2	163	\$201.8
Other	1,019	\$5.65	1,049	\$1.3	1,003	\$20.6	820	\$9.6	961	\$12.1	946	\$15.7
<b>Total</b>	<b>5,014</b>	<b>\$1.12B</b>	<b>4,570</b>	<b>\$1.01B</b>	<b>4,531</b>	<b>\$1.3B</b>	<b>4,091</b>	<b>\$1.6B</b>	<b>4,760</b>	<b>\$1.63B</b>	<b>4,176</b>	<b>\$1.59B</b>

SOURCE: CITY OF LONDON, 2021 & 2022.

## VACANCY RATES

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Industrial	9.2%	8.6%	7.4%	8.0%	5.1%	3.5%	1.5%	0.9%	1.1%
Office	15.1%	14.3%	16.6%	16.9%	20.3%	19.2%	13.8%	16.1%	21.9%

CBRE LIMITED, Q4, 2022



**London Makes the Difference**

## Report to Strategic Planning and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Lynne Livingstone, City Manager

**Subject:** London Community Recovery Network – Update Report 2020-2022

**Date:** June 20, 2023

## Recommendation

That, on the recommendation of the City Manager the report dated June 20, 2023, with respect to the London Community Recovery Network – Update Report 2020-2022 BE RECEIVED.

## Executive Summary

In the early months of the COVID-19 pandemic, London City Council established the London Community Recovery Network (LCRN) in partnership with leaders from London's public, private, non-profit and institutional sectors and those representing communities that have experienced disproportionate impacts from COVID-19. The purpose of the LCRN is to work to drive a strong and inclusive recovery for London.

Through a collaborative, data-driven process, the London Community Recovery Network identified recovery areas of focus, shared indicators, and metrics to guide and measure community efforts. These components, along with a common vision for community recovery, form the [London Community Recovery Framework](#). Rather than prescribing specific actions, initiatives, and work plans, members identified the actions they intended to implement to contribute to the common vision and shared measures for London's community recovery. This represented a different way of working together, one that provided members with the flexibility to engage in initiatives that benefited the community, and at the same time, remain focused on the needs of their sectors, their members, and their individual organizations.

In the London Community Recovery Framework, LCRN members made a commitment to regular reporting. As such, the London Community Recovery Network - Update Report – 2020-2022 (see **Appendix A**) provides information related to changes in shared measures and the contributions of members to the LCRN initiatives focused on recovery.

In its first phase of work from September 2020 to December 2020, LCRN members identified ideas for action to drive an immediate community response to the impacts of the pandemic in our community. In its second phase of work from March 2021 to the present, LCRN members adopted a whole-of-community approach – whereby initiatives were identified as in progress across the community. Additionally, on March 22, 2022, Municipal Council endorsed a formal process for accessing Community Recovery Funding, as well as a Readiness Fund to respond to small-scale recovery actions.

Between fall 2020 and spring 2021, Municipal Council approved a total of \$10 million to support social and economic recovery measures. Since then, various business plans have been submitted to Municipal Council, where City funding was requested to support community recovery initiatives. As of August 2, 2022, Municipal Council approved a total of \$7,115,814 towards 31 business cases in support of recovery (see **Appendix B**: the London Community Recovery Network - Funded Initiatives Report for more information about LCRN funded initiatives). On March 7, 2023, Municipal Council directed the remaining \$2,884,186 to the Whole of Community System Response to address health and homelessness in London, pending a business case being brought to Municipal Council.

## Linkage to the Corporate Strategic Plan

The London Community Recovery Framework includes strong alignment with all key areas of focus under the City of London Strategic Plan:

### Reconciliation, Equity, Accessibility, and Inclusion

- The City of London is a leader in becoming an **equitable and inclusive community**.
- All Londoners have opportunities to **participate in civic engagement**.

### Housing and Homelessness

- The City of London demonstrates leadership and builds partnerships to **increase quality, affordable, and supportive housing options**.
- London has a robust community system of health, homelessness, housing stability services, policies, procedures and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing consistent with **Council's recognition of the health and homelessness emergency**.

### Wellbeing and Safety

- London has **safe, vibrant, and healthy** neighbourhoods and communities.
- London is an **affordable and supportive** community for individuals and families.

### Safe London for Women, Girls, and Gender-Diverse and Trans People

- The City of London demonstrates leadership by taking meaningful actions to **address and eliminate** all forms of violence against women and girls, gender-based violence, and sexual violence.

### Economic Growth, Culture, and Prosperity

- London encourages **equitable economic growth and diversification**.
- London is a **destination of choice**.
- London encourages the **growth of local artistic and musical talent**.
- London's Core Area (Downtown, Midtown, Old East Village) is a **vibrant neighbourhood and attractive destination**.

### Mobility and Transportation

- Londoners of **all identities, abilities and means** can move throughout the city **safely and efficiently**.

### Climate Action and Sustainable Growth

- London has a **strong and healthy** environment.
- London is one of the **greenest and most resilient** cities in Canada in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.
- London's infrastructure and systems are built, maintained, and operated to meet the **long-term needs of the community**.

### Well-Run City

- The City of London is **trusted, open, and accountable** in service of the community.
- Londoners experience **good stewardship, exceptional and valued service**.
- The City of London is a **leader in public service**.

In addition, the London Community Recovery Framework aligns with the City of London's commitment to Anti-Racism and Anti-Oppression by intentionally seeking input from equity-deserving groups and by ensuring that contributions toward shared measures are inclusive and equitable for all Londoners.



## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- Amendment to Delivery Date of the City of Music Conference and Events Business Case and the London City of Music Expo Business Case, September 20, 2022, SPPC
- London Community Recovery Network – Recovery Funding Business Cases, July 27, 2022, SPPC
- London Community Recovery Network – Recovery Funding Business Cases, June 22, 2022, SPPC
- Community Recovery Network – Recovery Funding Business Cases, June 7, 2022, SPPC
- London Community Recovery Network – Update on Municipally Funded and Community Initiatives, June 7, 2022, SPPC
- Access to City of London Funding for Social and Economic Recovery – London Community Recovery Network, March 8, 2022, SPPC
- London Community Recovery Framework – October 19, 2021, SPPC
- London Community Recovery Network – Community Led Ideas – Business Cases, May 18, 2021, SPPC
- London Community Recovery Network – Current Status and Next Steps, April 6, 2021, SPPC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CWC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CPSC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, CSC
- London Community Recovery Network – Immediate Ideas for Action to Support London’s COVID-19 Community Recovery – December 16, 2020, SPPC
- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – May 8, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief, April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, April 28, 2020, CPSC, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor’s Economic and Social Impact and Recovery Task Forces, April 9, 2020

## 2.0 Discussion and Considerations

### 2.1 The London Community Recovery Framework

On July 21, 2020, London City Council endorsed the creation of the London Community Recovery Network (LCRN) to begin a community-led process to power London’s recovery from the COVID-19 pandemic. The LCRN is chaired by the Mayor, supported by Council, and led by over 30 organizations who represent social, economic, institutional, and community perspectives from across London. The collective effort of the LCRN is focused on creating a strong, resilient, and inclusive post-pandemic London. Over the course of 2021, LCRN members collaborated closely to develop the London Community Recovery Framework.

The framework sets out a common vision, focus areas, and shared measures for community recovery and renewal in London. It describes the shared destination of a

post-pandemic London and the measures the community will use to evaluate collective progress. The framework enables the community to assess the impact of contributions to the shared measures and where enhancements or adjustments of effort may be necessary. Recovery and renewal for London will require a longer-term focus. As such, the framework is intended to guide our collective efforts as a community over the next three years.

Specifically, the London Community Recovery Framework:

- Identifies a common vision for London’s community recovery – a vision that includes economic and social aspects of recovery;
- Communicates the focus areas that will guide community recovery and renewal from the pandemic;
- Outlines shared measures to standardize the evaluation of London’s progress towards community recovery and the common vision;
- Supports London Community Recovery Network members’ commitment to contributing to one or more of the recovery-focused shared measures through individual and collective efforts that enable community recovery in London; and,
- Commits to reporting regularly on London’s community recovery efforts.

The London Community Recovery Framework describes the common vision and shared measures of recovery from the COVID-19 pandemic over the next three years for the LCRN members and the broader London community. The framework also serves as a resource for decision-makers at other levels of government to recognize and understand community priorities and to help inform policies, programs, and opportunities to support London’s community recovery.

## 2.2 London Community Recovery Network – Update Report – 2020-2022

In developing the London Community Recovery Framework, LCRN members defined a common destination and identified shared measures for community recovery. Rather than prescribing specific actions, initiatives, and work plans, members identified the actions they intended to implement to contribute to the common vision and shared measures for London’s community recovery. This represented a different way of working together, one that provided members with the flexibility to engage in initiatives that benefited the community, and at the same time, remain focused on the needs of their sectors, their members, and their individual organizations.

In total, the London Community Recovery Framework includes recovery areas of focus, indicators, and metrics. In addition, the framework includes 8 shared commitments which will guide the ongoing activities of LCRN members over the course of the three-year horizon of the London Community Recovery Framework. Civic Administration has supported this work by leading data collection, analysis, and reporting.

<b>Investing in People</b> We collectively commit to recovery and improving quality of life so that all Londoners can participate and succeed.	<b>Driving Prosperity</b> We collectively commit to sustainable and inclusive economic recovery that creates opportunities for people and enterprises and strengthens London’s diverse competitive potential.	<b>Fostering Community</b> We collectively commit to reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play.
Domestic Violence	Arts, Culture, and Tourism	Anti-Racism and Anti-Oppression
Educational Attainment	Business Health	Climate Change and Environmental Sustainability
Food Security	Commercial Vacancy	Community Belonging
Homelessness	Employment	Community Engagement and Social Isolation
Income	Housing Affordability and Availability	COVID-19 Management and Prevention
Mental Health	Labour Market Participation	Crime and Safety
Physical Health	Mental Health in the Workplace	Immigration and Migration
Substance Use	Talent Recruitment and Retention	

A full description of the metric(s) for each indicator can be found in the [London Community Recovery Framework](#).

In total, London Community Recovery Network members identified 260 planned, ongoing, or completed initiatives through 2022 that were supporting London's recovery. Of the total, 198 were initiatives that were created in response to the pandemic, and 62 were existing initiatives that were redesigned to align with London Community Recovery Network recovery efforts.

In the London Community Recovery Framework, London Community Recovery Network members made a commitment to reporting back to the community. A report in 2021 outlined how members were responding to the shared indicators prioritized by the community. The London Community Recovery Network - Update Report – 2020-2022, attached as **Appendix A**, provides information related to changes in shared measures and the contributions of members to the 260 initiatives focused on recovery.

### **2.3 London Community Recovery Network- Funded Initiatives Report**

In 2020 and 2021, Council approved \$10 million to support social and economic recovery measures due to COVID-19. In 2021, a number of business cases were approved for funding.

In its first phase of work from September 2020 to December 2020, LCRN members identified 70 ideas for action to drive an immediate community response to the impacts of the pandemic in our community. In its second phase of work from March 2021 to the present, LCRN members adopted a whole-of-community approach. Civic Administration has supported the review, alignment with the LCRN and development of the business cases.

On March 22, 2022, Council approved a streamlined process for Civic Administration to continue to identify ideas for action and aligned initiatives within the LCRN Framework. This process was launched and included two streams available to Civic Administration and LCRN partners:

#### **Formal Process for accessing LCRN Recovery Funding:**

- LCRN Recovery Funding, for recovery initiatives with a submitted budget of **over \$5,000**.
- This process required the applicant/s to develop a business case, which had to be presented to and approved by Council.
- The last formal idea intake was approved by Municipal Council on August 2, 2022. Following the report, idea intake was put on hold due to the Municipal Election.
- As of August 2, 2022, a total of \$7,115,814 has been allocated to 31 recovery initiatives, as part of Phase 1 and Phase 2.
- On March 7, 2023, Council passed a motion that ... “c) the Civic Administration BE DIRECTED to allocate the remaining fund of \$2,884,186 from the London Community Recovery Network funds towards the implementation of the system it being noted that Civic Administration will return to Council with a business case detailing the proposed use of the funds...”

#### **The Readiness Fund:**

- The LCRN Readiness Fund, for recovery initiatives with a submitted budget of **under \$5,000**.
- This fund was set up for community recovery initiatives or supports that were considered small scale, and that both align with the LCRN Framework and are too small to justify a business case delivered through the Council process.
- The source of funding for the \$100,000 commitment for the LCRN Readiness Funding is the funding that has been set aside by Council for social and economic recovery within the Economic Development Reserve Fund.
- As of April 2023, \$60,845 has been approved through this fund.

Refer to **Appendix B**: the ‘London Community Recovery Network- Funded Initiatives Report’ for Phase 1 and Phase 2 recovery LCRN funded ideas.

## 2.4 Financial Impacts

As noted above, Council approved \$10 million to support social and economic recovery measures due to COVID-19. This funding was set aside in the Economic Development Reserve Fund. Municipal Council approved business cases worth \$7,115,814 up to August 2, 2022, when the process was stopped due to the upcoming municipal election. The application intake did not re-open. The approved allocation includes \$100,000 for the Readiness Fund for applications up to \$5,000 each that are too small for a formal business case. The Readiness Fund is approved and distributed by Civic Administration. As of the time of preparing this report, there is \$39,155 remaining in the Readiness Fund to be allocated.

On March 7, 2023, Municipal Council passed a motion allocating the remaining amount of the LCRN fund, \$2,884,186, towards the implementation of the Whole of Community System Response to address homelessness in London, pending Civic Administration returning to Council with a business case detailing the proposed use of the funds. However, this \$2,884,186 figure reflected only a portion of the commitments from the LCRN Readiness Fund. Assuming all investments approved through the LCRN utilize the full amount of planned funding, only \$2,793,686 will be available to transfer to the Whole of Community System Response. The \$90,500 difference between these two figures will be reconciled through an additional draw down from the Economic Development Reserve Fund, if required to support the business case for the Whole of Community System Response. Assuming this business case is approved by Municipal Council, all funds available from the originally approved \$10 million for LCRN will be fully allocated.

## 2.4 Future and Next Steps of the LCRN

With the emergency measures and restrictions put in place by the Province of Ontario and health authorities now concluded, the London community has expanded its focus from social and economic recovery to future social and economic growth. LCRN members committed to embedding the vision and shared measures from the LCRN Framework into their strategic plans and business strategies as a means to enshrine the commitments made during the tenure of the LCRN for an enduring impact. For the City of London, many elements of the LCRN Framework have since been incorporated into the 2023-2037 Council Strategic Plan.

The outcomes of the LCRN are wide and deep. Partnering with organizations, businesses, and institutions through an unprecedented time has served to inform and enhance many other community partnerships that are driving outcomes in areas identified in the LCRN Framework. Of the many examples where this is present, none are more evident than the Whole of Community System Response to Health and Homelessness currently underway. Community partners have come together like never before to think innovatively and act in coordination to address deep challenges facing all Londoners.

With LCRN members now implementing many elements of the vision set out in the LCRN Framework, the focus of the Network itself will transition to monitoring the collective impact of LCRN member contributions through annual reporting. To this end, the formal work of the LCRN will close. However, Civic Administration will provide a final recovery measures report in 2024 detailing the community progress on influencing the shared measures expressed in the London Community Recovery Framework.

## Conclusion

The London Community Recovery Framework represents a first of its kind in Canada - a community-driven framework enabling diverse organizations to work collectively to drive London's recovery from the COVID-19 pandemic. The framework provides a shared destination for recovery and measures to assess our collective impact through the individual efforts of LCRN members.

Moving forward, London Community Recovery Network members will continue to work together to address these challenges. The London Community Recovery Network made a commitment to track the metrics included in this report for a total of three years. Rather than through a formal London Community Recovery Network structure, the City of London will report on the indicators and metrics in the London Community Recovery Framework through the City of London Strategic Plan annual reporting process. Further, the next City of London report on London Community Recovery Network funded initiatives will present results for the 2024 year-end.

The London Community Recovery Framework would not have been possible without the efforts and contributions of the London Community Recovery Network organizations, members of the London City Council, and Service Areas across the City of London.

**Prepared by:** Cathy Parsons, Manager  
Economic Partnerships

**Submitted by:** Adam Thompson, Manager  
Government and External Relations

**Recommended by:** Lynne Livingstone, City Manager

cc. Members of the London Community Recovery Network  
City of London Senior Leadership Team  
London Community Recovery Working Group

June 2023



London  
Community  
Recovery  
Network

# London Community Recovery Network

Update Report | 2020 - 2022



London  
CANADA

## Land Acknowledgements

We acknowledge that the City of London resides on the traditional lands of the Anishinaabeg, Haudenosaunee, Lūnaapéewak, and Attawandaron.

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee.

This land continues to be home to diverse Indigenous people (First Nations, Métis, and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to society. As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

# Acknowledgements

Thank you to the individuals and organizations who have been part of the London Community Recovery Network for their commitment to London's renewal and recovery from the COVID-19 pandemic.

- Anti-Poverty Mobilization Network
- Black London Network
- Centre for Research on Health Equity and Social Inclusion (Western)
- Elgin Middlesex Oxford Workforce Planning and Development Board
- Employment Sector Council
- Fanshawe College
- King's University College
- London and District Construction Association
- London and District Labour Council
- London & Middlesex Local Immigration Partnership
- London Arts Council
- London Business Improvement Areas
- London Chamber of Commerce
- London Community Foundation
- London Development Institute
- London District Heavy Construction Association
- London Economic Development Corporation
- London Environmental Network
- London Faith Groups
- London Food Bank
- London Health Sciences Centre
- London Home Builders' Association
- London Public Library
- London Region Manufacturing Council
- London Small Business Centre
- Middlesex-London Health Unit
- N'Amerind (London) Friendship Centre
- Pillar Nonprofit Network
- St. Joseph's Health Care London
- TechAlliance
- Tourism London
- United Way Elgin Middlesex
- Urban League of London
- Western University
- Young London



# Table of Contents

<b>Section 1.0 Introduction</b> .....	<b>4</b>
1.1 The London Community Recovery Network.....	4
1.2 A Collaborative Approach to Renewal and Recovery .....	5
1.3 Purpose of the Report .....	5
1.4 Methodology and Structure of the Results .....	6
<b>Section 2.0 Results: Investing in People</b> .....	<b>7</b>
2.1 Domestic Violence.....	9
2.2 Educational Attainment.....	11
2.3 Food Security .....	13
2.4 Homelessness.....	15
2.5 Income.....	17
2.6 Mental Health .....	19
2.7 Physical Health.....	21
2.8 Substance Use .....	23
<b>Section 3.0 Results: Driving Prosperity</b> .....	<b>25</b>
3.1 Arts, Culture, and Tourism .....	27
3.2 Business Health .....	29
3.3 Commercial Vacancy.....	31
3.4 Employment .....	33
3.5 Housing Affordability and Availability.....	35
3.6 Labour Market Participation .....	37
3.7 Mental Health in the Workplace .....	39
3.8 Talent Recruitment and Retention .....	41
<b>Section 4.0 Results: Fostering Community</b> .....	<b>43</b>
4.1 Anti-Racism and Anti-Oppression.....	45
4.2 Climate Change and Environmental Sustainability .....	48
4.3 Community Belonging .....	51
4.4 Community Engagement and Social Isolation.....	53
4.5 COVID-19 Management and Prevention.....	56
4.6 Crime and Safety.....	59
4.7 Immigration and Migration.....	61
<b>Section 5.0 Conclusion and Next Steps</b> .....	<b>63</b>

## Section 1.0

# Introduction

## 1.1 The London Community Recovery Network

### About the London Community Recovery Network

On July 21, 2020, London City Council endorsed the creation of the London Community Recovery Network (LCRN) to begin a community-led process to power London's recovery from the COVID-19 pandemic.

The London Community Recovery Network brought together leaders from community groups and networks, the private sector, non-profit organizations, and institutional organizations to participate in community conversations about London's recovery, work collaboratively to develop a community recovery plan, and turn recovery ideas into action.

The London Community Recovery Network is chaired by the Mayor, supported by Council, and led by 51 community leaders representing London's social, economic, and institutional organizations. The London Community Recovery Network is working to build a strong and inclusive post-pandemic London by driving recovery and renewal in our community.

### Community Recovery Funding

Between fall 2020 and spring 2021, Municipal Council approved \$10 million to support social and economic recovery measures. Since then, several business plans have been submitted to Municipal Council, where City funding was requested to support community recovery initiatives. As of August 2, 2022, Municipal Council approved \$7,115,814 for several recovery-focused business cases. More information about London Community Recovery Network funded initiatives can be found in the London Community Recovery Network Funded Initiatives Report. On March 7, 2023, Municipal Council allocated the remaining \$2,884,186 to the Whole of Community System Response to address homelessness in London, pending a business case being brought to Municipal Council.

### The London Community Recovery Framework

Through a collaborative, data-driven process, the London Community Recovery Network identified recovery areas of focus, shared indicators, and metrics to guide and measure community efforts. These components form the vision for community recovery described in the [London Community Recovery Framework](#).

The term “recovery” has many meanings for different people. However, in the London Community Recovery Framework context, recovery refers to recovery and revitalization from the impacts of the COVID-19 pandemic. The London Community Recovery Framework provides a resource for organizations to align their collective recovery efforts while meeting the needs of individual sectors, members, and organizations.

## 1.2 A Collaborative Approach to Renewal and Recovery

The work of the London Community Recovery Network was to envision how London could thrive post-pandemic and to chart the course for longer-term recovery. London Community Recovery Network members came together in an unprecedented way to think critically about the future and fully engage in designing and implementing individual and collective recovery-related initiatives. Through the London Community Recovery Network, 51 individuals representing 34 organizations contributed more than 2,000 hours to more than 300 initiatives toward recovery and renewal in London. For London Community Recovery Network members, recovery was not about building the same London; it was about building a community that was stronger than where we started.

## 1.3 Purpose of the Report

In developing the London Community Recovery Framework, London Community Recovery Network members defined a common vision and identified shared indicators for community recovery. Rather than prescribing specific actions, initiatives, and work plans, members identified the actions they intended to implement to contribute to the common vision and shared indicators for London’s community recovery. This represented a different way of working together, one that provided members with the flexibility to engage in initiatives that benefited the community and, at the same time, remain focused on the needs of their sectors, members, and organizations.

London Community Recovery Network members committed to regular reporting in the London Community Recovery Framework. A [mid-year progress update](#) outlined how members responded to the shared indicators prioritized by the community. The London Community Recovery Network Update Report provides information about changes in shared indicators and members’ contributions to recovery between 2020 and 2022.

## 1.4 Methodology and Structure of the Results

The report results are structured by areas of focus: Investing in People, Driving Prosperity, and Fostering Community. Within each area of focus, several indicators are presented, including a definition of the indicator, corresponding metrics, and examples of London Community Recovery Network members in action.

In the results sections of this report, metric data is included from 2019 (pre-pandemic baseline) to 2022, whenever possible. Where 2019 data was not available, a previous year may have been used to provide baseline data. Further, some data points are not gathered annually; the data provided represents the data available. Unless otherwise noted, all metrics reflect the city of London or the Census Metropolitan Area of London. For data points that used whole numbers, the percentage change between the two values was calculated to illustrate the change over time (e.g., 10 units in 2019 and 20 units in 2022 is a 100% increase in the number of units). For data points that used percentages, the percentage point difference was calculated between the two percentages (e.g., 10% in 2019 and 15% in 2022 is a 5% difference between the two percentages).

The metrics represent indicators of community recovery and renewal at the population level. Therefore, while London Community Recovery Network members' efforts are aligned with these metrics, their contributions alone are not responsible for increases or decreases in data due to the complex and multiple influencers that affect a single metric.

The content included within the *LCRN Members in Action* sections was provided directly from London Community Recovery Network member organizations. The information in these sections is meant to highlight a few of the actions undertaken by members rather than offer a complete and comprehensive accounting of all actions undertaken towards that specific recovery indicator. For more information about the specific actions undertaken by the City of London, please review the [City of London 2019 - 2023 Strategic Plan 2020-2022 Impact Assessment](#).

## Section 2.0

# Results: Investing in People

Investing in People means improving quality of life so all Londoners can participate and succeed. The Investing in People recovery and renewal focus area is comprised of **eight indicators**.



- 1.** Domestic Violence
- 2.** Educational Attainment
- 3.** Food Security
- 4.** Homelessness
- 5.** Income
- 6.** Mental Health
- 7.** Physical Health
- 8.** Substance Use

## 2.1

# Domestic Violence

### What Is It?

Domestic violence refers to violent or abusive behaviours in a family or other trusting relationship and includes intimate partner violence and child abuse. Domestic violence can include physical violence, sexual violence, emotional abuse, verbal abuse, psychological intimidation, spiritual abuse, financial abuse, harassment, stalking, and/or cyber violence.



### The Numbers

#### Domestic Violence Crisis and Support Calls

Year	# of crisis and support calls
2019/2020	9,957
2020/2021	7,490
2021/2022	8,533

Source: Anova

#### Rate of Child Abuse

Year	# of child protection investigations
2019/2020	2,500
2020/2021	2,280
2021/2022	2,487

Source: Children's Aid Society of London & Middlesex

Between 2019 and 2022, the number of crisis and support calls decreased by 14%. Child protection investigations decreased by 9% between 2019/2020 and 2020/2021 and then increased by 9% in 2021/2022.

## LCRN Members in Action

**41** students have disclosed sexual assault and/or domestic violence through a 24/7, first-of-its-kind in Ontario collaboration between Western University and the Regional Sexual Assault and Domestic Violence Treatment Program.

**iHEAL**, an intensive community visiting intervention for women who are in the transition of separating from an abusive partner, was initiated by the Middlesex-London Health Unit in 2021 to promote safety, health, and well-being and was expanded through integration within home visiting programs in 2022.

London was the first Canadian city to make a clear and focused commitment to creating a safe community for women and girls. The Safe Cities London Action Plan was unanimously approved by City Council in 2021.

**36** additional shelter beds were available to victims and survivors of gender-based violence and women and girls experiencing homelessness in 2021. In 2022, 15 additional beds were funded through the winter response.

To continue to support local Violence Against Women (VAW) agencies, Housing Services received Ministry approval to increase the Average Market Rent used by housing subsidy programs, which will provide additional financial support to those supported by VAW agencies.



## The Numbers

## 2.2

# Educational Attainment

### What Is It?

Educational attainment reflects the highest level of education a person has completed.



### Five-Year High School Graduation Rates

Year	TVDSB	LDCSB
2018-2019	81.0%	90.3%
2019-2020	83.0%	92.0%
2020-2021	84.0%	92.7%

Source: Thames Valley District School Board and London District Catholic School Board

### Fanshawe Graduation Rates

Year	Fanshawe College
2019-2020	67.9%
2020-2021	65.5%
2021-2022	62.8%

Source: Ontario Ministry of Colleges and Universities

### Western University Graduates

Year	# of undergraduate diplomas issued
2019	7,004
2020	7,080
2021	7,429

Source: Western University

Five-year high school graduation rates increased by 3% and 2.4%, respectively, at the Thames Valley District School Board and the London District Catholic School Board, between 2018-2019 and 2020-2021. Graduation rates decreased by 5.1% at Fanshawe College between 2019-2020 and 2021-2022. Between 2019 and 2021, the number of undergraduate diplomas issued by Western University increased by 6%. Western University's graduation rate, published in April 2022, was 86.4%.

## LCRN Members in Action

**75** individual micro-credential badges and 20 micro-credential series have been offered to 913 learners since the fall 2021 launch at Fanshawe College. This offers the opportunity to upskill quickly for career readiness or advancement.

**43,000** students are enrolled at Western University and its affiliates, with additional growth expected through 2028.

Scholarships were provided by the London District Heavy Construction Association to students in the Civil Engineering and Civil Engineering Technology programs at Western University and Fanshawe College, respectively.

**6** high school students in cooperative education at the Boys and Girls Club of London's Digital Creative Arts Centre were trained in camera operation, framing, lighting, shot composition, interview techniques, and editing through the Camera for Kids Program.

**2,739** children, on average, received a City of London childcare fee subsidy every month between 2020 and 2022.

Nshwaasnangong, London's first Indigenous-led Child Care and Family Centre, opened in 2021.

## 2.3

# Food Security

### What Is It?

When people experience food security, it means they have access at all times to enough food for an active, healthy life. In comparison, food insecurity means people are unable to get or eat the quality or quantity of food they need.



### The Numbers

#### London Food Bank Use

Year	# of people who access emergency food
2019	25,346
2020	22,113
2021	21,522
2022	29,420

*Source: London Food Bank*

While the number of people who accessed emergency food decreased from 2019 to 2021 by 15%, between 2021 and 2022, there was an increase of 37%, representing 7,898 more individuals accessing emergency food in London.

## LCRN Members in Action

**\$1,000,000+** in the first year of COVID-19 was **spent by the Food Bank to purchase meals prepared by RBC Place.**

**14,744** meals were delivered to vulnerable populations in 2020 through a partnership between the City of London and community agencies.

**11,400** breakfast bags were distributed by Child and Youth Network partners through 12 participating schools during the eight-week school closure in 2021.

**17** greenhouses were distributed by the Food Bank during the pandemic to organizations with land and volunteer resources to support production; 16 remain in operation today.

**Staff from the Smart Start for Babies prenatal nutrition program were redeployed during the pandemic to support the COVID-19 response.** Families who would have qualified for this program were referred to home visiting programs where they were provided with access to health education, food literacy tools, and grocery vouchers.

**2,882** London Good Food Boxes were delivered across London between 2020 and 2021.

## 2.4

# Homelessness

### What Is It?

When an individual or family does not have stable, permanent, appropriate housing, or the ability to acquire it, they are considered to be experiencing homelessness.



### The Numbers

#### Rate of Homelessness

Year	# of individuals on London's By Name List
2019	1,161
2020	1,329
2021	1,575
2022	2,171

Source: City of London

Since 2019, the number of people on London's By Name List has increased by 87%, representing 1,010 individuals.

## LCRN Members in Action

**589** meals were served through the Old East Village Cares annual Christmas luncheon and Easter luncheon at the St. Joseph's Hospitality Centre Café, with each attendee receiving a snack, a treat bag, and a bag with personal care items.

**\$48,000** was raised through the LSTAR Charity Golf Tournament for The Grace Café, My Sisters' Place, and Youth Opportunities Unlimited to help serve individuals and families experiencing homelessness.

**200** individual leaders from all backgrounds and areas of expertise, representing more than 70 local organizations, including community health and social services, institutional health care, business and economic development, land and housing development, and staff from other levels of government, came together over three Health and Homelessness summits in November and December 2022 and January 2023. The work of the summits was to engage, listen, and co-design a people-centred, housing-centric system response that could be actioned and resourced quickly to meet the growing urgency and complexity of the health and housing needs of those who are marginalized and experiencing homelessness in London. The proposed system aims to support the whole community – those who are most marginalized, those working in the system, and those trying to provide support, including businesses and community members who also experience the impacts of this crisis. The Whole of Community System Response will be supported by five critical foundations needed to ensure successful system operation, including: Workforce Development; System Governance; Standards of Care; Shared Systems, Processes, and Supports; and Centralized Data and Measurement. The Whole of Community System Response will be implemented through a co-design process with the goal to immediately implement five 24/7 hub sites and 100 units of housing with high supports this year. More information about the Whole of Community System Response can be found on the [City of London's website](#).

## 2.5 Income

### What Is It?

Income, in this context, refers to the amount of money individuals earn from all sources. Having an adequate income means that people earn enough income to take care of their basic needs.



### The Numbers

#### Census Family Low Income Measure After Tax

Year	% of persons in low income in London
2019	17%
2020	13.8%

Source: Statistics Canada

#### Annual Income is \$35,000 or More

Year	% of Londoners with an annual income of \$35,000 or more
2019	53%
2020	57%

Source: Statistics Canada

The percentage of individuals in low income declined from 17% in 2019 to 13.8% in 2020, representing a 3.2% difference. The percentage of Londoners with an annual income of \$35,000 or more increased by 4% between 2019 and 2020.

## LCRN Members in Action

**18%** increase in investments totalling over \$1,000,000 was allocated to eight community-serving agencies by United Way Elgin Middlesex in 2022 to renew its commitment to basic needs and other emergency supports for people with low income or living in poverty. United Way Elgin Middlesex also provided funding to Living Wage Ontario.

**1,000** basic needs kits were created and delivered to local community centres in 2020 by Child and Youth Network partners supported by Western University Students' Council.

**\$297,580** in Harvest Bucks was distributed between 2021 and 2022 through emergency food cupboards and community food programs.



## 2.6

# Mental Health

### What Is It?

Mental health is a state of well-being in which an individual realizes their abilities, can cope with the everyday stresses of life, can work productively, and can contribute to their community.



## The Numbers

### Self-Reported Mental Health

Year	% of respondents aged 12 and older who report their mental health as:	
	Excellent	Very Good
2021	28.80%	33.10%
2022	28.67%	33.90%

Source: *EnviroNics Community Health Variables, Perceived Mental Health*

### 211 Ontario Helpline Inquiries for Mental Health/Addictions

Year	# of calls by London residents to 211 Ontario where the identified need was mental health/addictions related
2019	253
2020	340
2021	443
2022	598

Source: *211 Ontario*

The percentage of respondents who reported their mental health as *excellent* or *good* remained consistent between 2021 (61.90%) and 2022 (62.57%). London residents' number of mental health/addiction calls to 211 Ontario increased 136% from 2019 to 2022.

## LCRN Members in Action

**713** individuals who suffer from serious, persistent mental illness and addictions were assisted between April 2021 and April 2022 through 1,415 interactions with the Community Outreach and Support Team (COAST), a partnership between St. Joseph's Health Care London, Canadian Mental Health Association Thames Valley Addiction and Mental Health Services, Middlesex-London Paramedic Service, and London Police Service. COAST provides early and proactive intervention, de-escalation, and safe transition to the appropriate healthcare setting for individuals at-risk of crisis or frequently experiencing a crisis due to serious mental health/addiction issues.

**The Middlesex-London Health Unit developed a perinatal mental health guideline** that has enhanced the consistency and quality of evidence-informed nursing care, including screening, intervention, and referral, to improve perinatal mental health outcomes.

## 2.7

# Physical Health

### What Is It?

Physical health is focused on taking care of the body to support optimal health and functioning, prevent illness and injury, and manage chronic health conditions.



### The Numbers

#### Self-Rated Physical Health

Year	% of respondents aged 12 and older who report their physical health as:	
	Excellent	Very Good
2021	24.06%	33.83%
2022	22.85%	34.66%

*Source: Environics Community Health Variables, Perceived Physical Health*

In 2021, the percentage of respondents who reported that their physical health was excellent or very good was 57.89%. In 2022, that percentage remained relatively constant at 57.51%.

## LCRN Members in Action

**77%** decrease in HIV cases was experienced between 2016 (62 cases) and 2022 (14 cases), in alignment with the Middlesex-London Health Unit Outreach Team's objective and mandate to mitigate the transmission of HIV in the community. **The Outreach Team continues to provide support and service to highly marginalized individuals, with no break in service during the COVID-19 pandemic.**

**The Middlesex-London Health Unit's Smart Start for Babies prenatal education program resumed in late 2021**, with the return of the group program for Arabic-speaking newcomer families. Expansion to other sites occurred in 2022, with five classes offered at four locations throughout the week.

**Nursing home/virtual visiting services to prenatal and postpartum families through the Middlesex-London Health Unit were prioritized throughout the pandemic**, with the goals of improving healthy child growth and development, promoting safe, competent, and sensitive caregiver parenting skills, and increasing families' linkages to supports and services. Hybrid visiting options continued post-pandemic, with a priority on in-person service delivery.

## 2.8 Substance Use

### What Is It?

Substance use refers to the use of drugs or alcohol. For some people, substance use can lead to dependence and addiction, overdose, infectious disease, or other complications.



### The Numbers

#### Amount of Heavy Drinking

Year	# of respondents who report engaging in heavy drinking
2017-2018	87,400
2019-2020	66,100

Source: Statistics Canada

#### Rates of Opioid-Related Morbidity and Mortality

Year	Per 100,000 population rates of opioid-related:		
	Emergency Visits	Hospitalizations	Deaths
2019	109.5	15.1	12.1
2020	144.8	16.5	20.3
2021	203.7	24.8	25.6

Source: Public Health Ontario Interactive Opioid Tool

The number of respondents who reported engaging in heavy drinking in 2019-2020 was 66,100, a decrease of 21,300 from 2017-2018. The rates of opioid-related emergency visits, hospitalizations, and death increased by 86%, 64%, and 112%, respectively, between 2019 and 2021.

## LCRN Members in Action

**3-5** times a year, Core Area Municipal By-Law staff apply their **first aid training** to individuals requiring assistance, using naloxone in overdose situations, providing wellness checks, and calling 9-1-1 for medical assistance. As part of their daily duties within the Core Area, staff routinely check people that may need assistance or appear unconscious.

## *Section 3.0*

# Results: Driving Prosperity

Driving Prosperity means sustainable and inclusive economic recovery that creates opportunities for people and enterprises and strengthens London's diverse competitive potential. The Driving Prosperity recovery and renewal focus area is comprised of **eight indicators**.



- 1.** Arts, Culture, and Tourism
- 2.** Business Health
- 3.** Commercial Vacancy
- 4.** Employment
- 5.** Housing Affordability and Availability
- 6.** Labour Market Participation
- 7.** Mental Health in the Workplace
- 8.** Talent Recruitment and Retention



## 3.1 Arts, Culture, and Tourism

### What Is It?

Arts, culture, and tourism provide a substantial economic benefit by bringing visitors to a community while also contributing to community well-being by encouraging creative expression and practice.



### The Numbers

#### Economic Impact of Tourism in London

Year	Total impact (\$) of tourism in London on the GDP
2019	473.5M
2020	274.5M
2021	393.0M

Source: The Conference Board of Canada, Tourism London

#### Number of Visitors to London

Year	# of overnight visitors to London
2019	2.126M
2020	1.150M
2021	1.550M

Source: The Conference Board of Canada, Tourism London

Between 2019 and 2020, the total economic impact of tourism in London decreased by 42%, then increased by 43% between 2020 and 2021. Similarly, overnight visitors to London decreased by 46% between 2019 and 2020 and increased by 35% between 2020 and 2021.

## LCRN Members in Action

**1,000** additional Visa cards and Stay a Little Longer packages were created and sold out in 2022 through the expansion of Tourism London's Stay a Little Longer 2.0 Campaign.

**\$276,000** worth of activations were added to the Core Area over December 2022 through a partnership between Tourism London, the City of London, Downtown London, and Covent Garden Market to create Downtown for the Holidays.

**\$2.1** million was administered by the London Arts Council between 2020 and 2022 through the City of London's Community Arts Investment Program, and an additional **\$237,900** was leveraged through the partnership with the London Community Foundation. These financial investments provided project funding for individual artists and artist collectives, as well as much-needed operational support for local arts organizations to retain professional arts management staff, continue programming development/delivery (in person or virtually), and maintain/secure arts-presenting venues.

**253** guests and **37** speakers from across Canada participated in the City of Music Conference and Events hosted by the London Music Office in partnership with Tourism London.

**1,200** attendees and 48 companies and organizations with exhibitor booths participated in the London City of Music Expo hosted by the London Chamber of Commerce, including four workshops and six live performances.

**4** My Main Street Ambassadors were hired by the Small Business Centre and worked closely with Business Improvement Areas in Old East Village, Hamilton Road, Downtown London, Mainstreet London and the London Economic Development Corporation.

With consideration of pandemic restrictions, the **Dundas Place space was programmed beginning in early August with outdoor activities and performances.**

## 3.2 Business Health

### What Is It?

The health of a business relates to its ability to cover operational costs, influencing its long-term sustainability.



### The Numbers

#### Business Openings and Closings

Year	# of businesses with at least one employee that open and close each year (net change)
2019	319
2020	-295
2021	698
2022	-119

Source: Statistics Canada

Between 2019 and 2022, the number of businesses that opened and closed changed each year, with a net increase of 319 businesses in 2019, a net decrease of 295 businesses in 2020, a net increase of 698 businesses in 2021, and a net reduction of 119 businesses in 2022 in London.

## LCRN Members in Action

**17,303** unique visitors viewed **447 businesses on FindItInLondon.ca**, launched by Tourism London in partnership with all five Business Improvement Areas.

**\$158,500** was distributed in grants to downtown businesses on behalf of the City of London and Downtown London, including a patio grant, property damage grant, holiday window grant, and construction dollars.

**\$230,080** in economic impact occurred through the city-wide **ShopLondon2Win Campaign**, with an anticipated **\$111,372 in future spending**.

**100** videos featuring local business owners were produced and posted to **FindItInLondon.ca** by Tourism London in partnership with Business Improvement Areas.

**49** new businesses were provided with **contacts, resources, networks, and tools** to help their businesses succeed in Downtown London through the Core Area Pilot Program.

**5,218** Service London **Business visits**, including 1,766 service counter visits and 3,452 website visits, occurred between 2020 and 2022.

**27** regional investment promotion **missions** were conducted by the London Economic Development Corporation between 2020 and 2022.

**Patio fees were also waived city-wide**, and many patios **were permitted to expand further and extend the patio season** in the colder months.

**A new streamlined application process to host sidewalk sales on City property was also launched**, helping to make it easier for businesses to serve customers safely outside.

**The City of London focused on business needs and recovery efforts** through digital submissions for consultations and applications, consistently meeting or exceeding targeted timelines. For example, an online building permit application process was established for all building types, allowing concurrent plan review and improved processing times. Digital drawing reviews and digital signatures were implemented to support business continuity and improve turnaround timelines.

## 3.3 Commercial Vacancy

### What Is It?

Commercial vacancy refers to the number of commercial units, such as office and retail spaces that are unoccupied at a particular time.



### The Numbers

#### Commercial Vacancy Rate

Year	% of office properties that are vacant	% of industrial properties that are vacant
2019	17.88%	2.53%
2020	16.00%	1.65%
2021	18.20%	0.98%
2022	21.40%	0.43%

Source: CBRE

The percentage of vacant office properties increased from 17.88% in 2019 to 21.40% in 2022, a difference of 3.52%. In comparison, the percentage of vacant industrial properties decreased yearly between 2019 and 2022, for a total decrease of 2.10%.

## LCRN Members in Action

**50,000** square feet of vacant space absorption occurred in the Core Area through targeted initiatives offered through the Core Area Pilot Program.

**800+** visitors, 22 retail activations, 10 rentals, and 31 tours of vacant space were conducted through MainStreet London's UpStart Accelerator pilot project at 189 Dundas St.

**45** new businesses were welcomed downtown, 24 new leaseholders were engaged, and 15 start-up grants were provided through the Core Area Pilot Program.

**200,000** square feet of additional footprint space at Western University has been completed or is currently under construction. Over **\$250 million in additional capital space projects have been approved** and will proceed from 2023-2025.

**Western University purchased the building at 450 Talbot St.** Architects have been engaged, and preliminary plans are being evaluated. **The Indigenous Gallery is to move downtown**, where the Indigenous works of the McIntosh Gallery are planned to be displayed as a permanent gallery.

**The City of London began the development of the Core Area Land and Building Vacancy Reduction Strategy to be submitted to Council in May 2023.** This process included identifying current actions that indirectly or directly address Core Area vacancy, a Core Area Land and Building Vacancy Study, a municipal scan, and the development of strategic initiatives focused on property, people, place, and promotion.

## 3.4 Employment

### What Is It?

Employment means full-time or part-time, productive, and decent work for all. Individuals who are employed may be employees of a company or may be self-employed.



### The Numbers

#### Unemployment Rate

Year	% of the labour force that is jobless in London
2019	5.7%
2020	8.7%
2021	7.9%
2022	5.7%

Source: Statistics Canada

#### Employment Rate of Immigrants

Year	Employment rate
2016	49.8%
2021	48.0%

Source: London & Middlesex Local Immigration Partnership

The percentage of the labour force that is jobless increased between 2019 and 2020 by 3%, before decreasing in 2021 by 0.8% and then decreasing again in 2022 by 2.2%. The employment rate for immigrants in London decreased by 1.8% between 2016 and 2021.

## LCRN Members in Action

**158** newcomers participated in two of five introductory sessions on **Starting a Small Business in Canada** offered by the Small Business Centre. With support from LUSO, one of the sessions was delivered in 7 languages.

**31** musicians were provided with paid opportunities, and **16 concerts** were presented through TD Sunfest and Home County.

**13** chamber musicians were provided with paid opportunities through **11 weekly concerts** presented by London Symphonia's Wednesday Lunchtime concert series.

**21** local and international musicians, **9 local and international bands**, and **6 technicians** were provided with paid opportunities through the London UNESCO City of Music Concert Series hosted by the London Music Office in partnership with various organizations.

**185** artists, with **60 artists** from equity-denied communities, were provided with paid opportunities through London Arts Live and Culture City X outdoor concerts and art activations in the Core Area.

**Each year, the percentage of individuals and families exiting Ontario Works' financial assistance due to employment exceeded targets.** In 2020, the target was exceeded by 3% (23% compared to 20%), in 2021 by 4.5% (24.5% compared to 20%) and in 2022 by 6% (31% compared to 25%). In 2022, as an example, 695 families exited Ontario Works' financial assistance to employment.

**3,220** jobs were created in London, and **356 jobs** were retained through **London Economic Development Corporation** business attraction efforts between 2020 and 2022.

**1,630** new jobs were created in City-owned industrial parks, including expansions, between 2020 and 2022.



## 3.5 Housing Affordability and Availability

### What Is It?

Housing affordability and availability refers to having enough supply of safe, secure, and suitable housing that meets individuals' needs and ability to pay.



### The Numbers

#### Average Income of Londoners Versus Average Cost of a One-bedroom Unit in London

Year	% of average income required to rent a 1-bedroom unit
2019	23%
2020	24%

Source: Canadian Mortgage and Housing Corporation and Statistics Canada

#### Average Vacancy Rate

Year	Average vacancy rate
October 2019	1.8%
October 2020	3.4%
October 2021	1.9%
October 2022	1.5%

Source: Canadian Mortgage and Housing Corporation

The percentage of average income required to rent a 1-bedroom unit in London increased by 1% between 2019 and 2020. While the average vacancy rate decreased overall by 0.3% between 2019 and 2022, vacancy rates did increase temporarily between 2019 and 2020 by 1.6%.

## LCRN Members in Action

**680** units will be added to London's rental market, with over half designated as affordable or deeply affordable on the former Victoria Hospital lands. The Vision SoHo Alliance, comprised of six non-profit developers and chaired by the London Community Foundation, acquired the lands in September 2022, and construction is due to start in spring 2023 and will be completed late in 2025.

**\$4.3** million was invested in four new projects in affordable housing and social enterprises through London Community Foundation's social finance investments.

**\$1,000,000** was donated by the London Food Bank to support food literacy and health programs in the Vision SoHo Alliance's affordable housing project.

**761** new affordable units were added to the rental stock between 2020 and 2022 in London.

City Council unanimously approved the deferral of 2020 property tax installments and a rent deferral program for tenants of City-owned properties.

The City of London, in partnership with Ontario Aboriginal Housing Services (OAHS), is planning for a **new multi-residential apartment building at 18 Elm Street to provide more safe and affordable rental housing in London.** The building will provide safe, quality, and appropriate housing for First Nation, Inuit, and Métis people, focusing on addressing the needs of Indigenous women and children, families, and Elders in London.

## 3.6 Labour Market Participation

### What Is It?

Labour market participation reflects the active workforce in London. It includes people who are employed and seeking employment.



### The Numbers

#### Labour Market Participation Rate

Year	% of residents aged 15 and older participating in the labour force
2019	60.0%
2020	61.2%
2021	65.3%
2022	65.8%

Source: Statistics Canada

Since 2019, the percentage of residents aged 15 and older participating in the labour force has increased from 60% to 65.8%, a difference of 5.8%.

## LCRN Members in Action

**400** frontline staff from community employment organizations participated in 17 sessions to learn, discuss, and share current and relevant pandemic recovery information, resources, tools and supports from the Employment Sector Council and the Elgin Middlesex Oxford Workforce Planning & Development Board.

**160** City-led activities to increase opportunities between potential employers, post-secondary institutions, and other employment agencies were implemented between 2020 and 2022. This included: 28 activities to foster connections between students and businesses; 82 activities to support connections between individuals and employment and other training agencies; and 50 activities to support newcomers in achieving their employment goals, including 24 activities to support connections between newcomers and employers, 11 activities to attract newcomers, and 15 activities to support newcomer retention and integration.

**An in-person education session about the benefits of inclusive economy approaches for London's business community was facilitated and recorded by the London Chamber of Commerce and Inclusive Economy London and Region and is now hosted on the London Chamber of Commerce's website.**

This information may be accessed by business owners looking to learn more about business opportunities in the inclusive economy and how they can position themselves as suppliers and service providers for anchor institutions.

**A literature review has been completed to establish specific characteristics that define gig work.**

In addition, Elgin Middlesex Oxford Workforce Planning and Development Board has reviewed more than 100 local job postings to refine keywords associated with gig work opportunities. This preliminary work informed the automatic tagging algorithms designed for filtering out the gig jobs from the total job opportunities posted in the London Economic Region.

## 3.7 Mental Health in the Workplace

### What Is It?

A psychologically safe and healthy workplace promotes workers' mental well-being, does not harm employee mental health through negligent, reckless, or intentional ways, and is free of excessive fear or chronic anxiety. Job burnout is a specific type of work-related stress – a state of physical or emotional exhaustion that also involves a sense of reduced accomplishment and loss of personal identity.



### The Numbers

#### WSIB Claims

Year	# of allowed lost-time WSIB claims for mental health in Ontario
2019	2,420
2020	2,137
2021	2,600
2022	2,342

Source: WSIB Ontario

The number of lost time WSIB claims for mental health in Ontario decreased between 2019 and 2020 by 12% and then increased by 22% in 2021 before decreasing again in 2022 by 10%, arriving slightly below the 2019 baseline.

## LCRN Members in Action

**The Middlesex-London Health Unit expanded mental health benefits and providers for employees and renewed its Employee and Family Assistance Program** as the provider continues to enhance their support and service offerings and the services have high employee utilization. The Middlesex-London Health Unit also changed wellness providers for a broader offering of well-being supports that impact various aspects of mental health. During the pandemic, the Middlesex-London Health Unit also offered various group debrief sessions with an external clinician through the Employee and Family Assistance Program. In addition to these changes, the Institute for Healthcare Improvement Joy In Work framework has been introduced with an initial focus on the leadership team, with plans to expand it across the Middlesex-London Health Unit.

**The strategic framework for the City of London's People Plan was approved in 2021.** It sets a vision of a respectful, inclusive, and collaborative organization committed to delivering valued services to our community and includes four areas of focus: A Well Workplace; A Connecting, Communicating and Collaborating Workforce; A Learning and Leading Organization; A Strong Workforce and Operational Excellence.

## 3.8 Talent Recruitment and Retention

### What Is It?

Talent recruitment and retention refers to the overall process of engaging, onboarding, training, and keeping skilled employees.



### The Numbers

#### Presence of Hard-to-Fill Positions

Year	% of employers who had positions that were hard to fill in the last 12 months
2019	58.0%
2020	49.2%
2021	63.8%
2022	58.0%

Source: Employer ONE Survey, Elgin Middlesex Oxford Workforce Planning & Development Board

#### Availability of Qualified Workers

Year	% of employers who rate the availability of qualified workers as good or excellent
2019	30%
2020	N/A
2021	31%
2022	32%

Source: Employer ONE Survey, Elgin Middlesex Oxford Workforce Planning & Development Board

The percentage of employers who had positions that were hard to fill decreased in 2020 by 8.8%, increased in 2021 by 14.6%, and then decreased again in 2022 by 5.8%, returning to the same percentage as in 2019. The percentage of employers who rate the availability of qualified workers as good or excellent increased by 2% between 2019 and 2022.

## LCRN Members in Action

**356** open positions from 49 distinct area employers were shared in 2022 through the Employment Sector Council's Job Developers Network Portal to match job seekers and employers across employment agencies.

**20** Job Development Network members registered for exhibition booths at the April 2022 and September 2022 job fairs.

**100** newcomers were connected to technology companies through TechConnect held by TechAlliance in partnership with WIL Immploy.

**328** Western University and Fanshawe College students were connected to 34 companies with summer and full-time employment opportunities through Tech Talent Exchange.

**3,000** students from London and area high schools attended the LevelUP! Skilled Trades career fair put on in partnership with the London and District Construction Association in November 2022, showcasing career opportunities for young Londoners in the highly desired skilled trades sector and beyond.



## *Section 4.0*

# Results: Fostering Community

Fostering Community means reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play. The Fostering Community recovery and renewal focus area is comprised of **seven indicators**.



- 1.** Anti-Racism and Anti-Oppression
- 2.** Climate Change and Environmental Sustainability
- 3.** Community Belonging
- 4.** Community Engagement and Social Isolation
- 5.** COVID-19 Management and Prevention
- 6.** Crime and Safety
- 7.** Immigration and Migration

## 4.1

# Anti-Racism and Anti-Oppression

### What Is It?

Anti-racism recognizes the existence of racism, including systemic racism, and seeks to identify, remove, prevent, and mitigate racially inequitable outcomes and power imbalances between groups and change the structures that sustain inequities. Anti-oppression refers to challenging social and historical inequities and injustices that are part of systems and institutions and that allow certain groups to dominate over others.



### The Numbers

#### Police Reported Hate Crime

Year	# of police reported hate crimes per 100,000 population
2019	6.2
2020	8.1
2021	15.6

Source: Statistics Canada

The number of police-reported hate crimes per 100,000 population more than doubled in 2021, from 6.2 to 15.6.

## LCRN Members in Action

**180** people participated in the **All are Welcome Here/Tous Sont les Bienvenus Ici** event on the United Nations Day for the Elimination of Racial Discrimination led by the London & Middlesex Local Immigration Partnership.

**21** initiatives supporting reconciliation were implemented by the City of London. The Anti-Racism and Anti-Oppression Division supported a Council-to-Council meeting between the Mayor and Council with Oneida Nation of the Thames Council. The Anti-Racism and Anti-Oppression Division also supported the completion of planning for the Turtle Island Healing Walk.

**\$429,104** funded eight innovation and two capital projects through the **London Community Grants Program** between 2020 and 2022 that advanced anti-Black and anti-Indigenous racism and anti-oppression initiatives and promoted diversity, inclusion, and equity.

In 2020, Municipal Council reaffirmed its commitment to eliminating systemic racism and oppression by establishing **Anti-Racism and Anti-Oppression as a sixth priority of Council**. Municipal Council also unanimously approved the creation of the Anti-Racism and Anti-Oppression division. In September 2022, Council unanimously approved the Anti-Racism and Anti-Oppression Framework and Equity Tool. The Framework supports the Corporation by embedding the principles of equity and inclusion in all aspects of the City of London's work, from design to implementation of corporate policies, procedures, programs, projects, plans, services, budgets, and decisions.

In the summer of 2022, Fanshawe College launched its first **Equity, Diversity, Inclusion, and Anti-Oppression Task Force**, with over 30 diverse members of the Fanshawe community, including students, staff, faculty, and administrators. This group is working to advance an Equity, Diversity, and Inclusion Strategic Framework and Equity, Diversity, and Inclusion Action Plan for Fanshawe College.

**On September 30, 2021, the City of London recognized and observed the first National Day for Truth and Reconciliation to honour First Nations, Inuit and Métis residential school survivors, their families, and communities and to ensure that public commemoration of their history and the legacy of residential schools remains a vital component of the reconciliation process.** An “Every Child Matters” flag was raised at City Hall, and City buildings were lit orange. Orange shirts with the words “Every Child Matters” written in English, and translated into the Indigenous languages of Ojibway, Oneida, and Lenape, were made available to City employees, with profits donated to N’Amerind Friendship Centre. In collaboration with the London Public Library, orange buttons and posters were similarly created with the translations and distributed to patrons. An orange crosswalk was painted outside the N’Amerind Friendship Centre and another at Dundas and Richmond. Future events for the commemoration of this day will include opportunities for employees to learn more about the impacts of the residential school system.

**London Arts Council hired a new Cultivating Allyship Specialist.**

Several confirmed opportunities and public art projects will be administered in collaboration with the City of London to continue the commitment to truth and reconciliation.

**A London for Everyone: An Action Plan to Disrupt Islamophobia** was developed in response to the June 6 terror attack and provided recommendations for both the City of London and for community-based and public sector organizations to end Islamophobia. Council unanimously endorsed it on February 15, 2022. Implementation of the recommendations began with prioritizing the first anniversary of the attack. It included the creation of a Memorial Plaza at the intersection of the tragedy, a community garden in honour of Our London Family, and a march and a vigil that took place the weekend of the anniversary.

**The Middlesex-London Health Unit developed an organizational Anti-Black Racism Plan, with the support of a consultant, based significantly on community input, and they have taken initial implementation steps.**

A community advisory group is implementing the plan. In development are a communication plan focused on anti-Black racism messages and program activities to engage the African, Caribbean, and Black communities. Based on consultative feedback from 60+ members of the diverse Black community, the Middlesex-London Health Unit hired a Health Promoter as a COVID-19/vaccine liaison with the Black community. A dedicated team supports the anti-Black racism work, including continued COVID-19 and vaccine distribution.

## 4.2

## Climate Change and Environmental Sustainability

### What Is It?

Climate change refers to a long-term shift in the average weather conditions of a region. Environmental sustainability is the responsibility to conserve natural resources and protect global ecosystems to support health and well-being now and in the future.



### The Numbers

#### Emissions Reduction

Year	% of GHG emissions reduced in London
2019	-21%
2020	-30%

*Source: City of London*

From 2019 to 2020, the percentage of GHG emissions changed by 9% in London.

## LCRN Members in Action

**63,517** website visits and **585 sales for WORTH**, Goodwill's remanufactured clothing and accessories brand, coupled with a new textile shredder, resulted in diverting 10,000 pounds of textiles from landfill in 2022.

**4** electric Zambonis are now operating at City facilities. Each electric Zamboni reduces 19 tonnes of emissions annually, creating a cleaner space for City staff and arena users while reducing greenhouse gas emissions.

**15** collaborative environmentally focused projects were implemented by the City of London and community groups between 2020 and 2022.

During that same time frame, 30 CityGreen activities and events were hosted, and through the Conversation Authorities (UTRCA, LTVCA, KCCA), there were 164,650 environmental education participants.

The London Environmental Network has hosted several events to help build capacity and understanding around business and residential sustainability, including Accelerate Your Business Sustainability Journey, Green Leader Awards, Retrofit Webinar Series, Green in the City with Green Drinks, and Communities Taking Climate Action.

The London Environmental Network has selected several London residents and businesses for green projects, including Let's Talk Science, London District Construction Association, MTE Consultants, Western Fair District, Play Away Indoor Park, and London Brewing. This first wave of green projects include waste diversion, pollinator gardens, energy efficiency measures, and electric vehicle charging infrastructure. The contractors and suppliers are local providers where possible.

The 2022 refresh of the Vital Signs report saw the Environment added as a key issue. After a successful Vital Conversation on Environment, an investigative podcast series about some of the most significant environmental concerns facing London and Middlesex County is being produced.

**The Resiliency (Adaptation) Strategy had a completion rate of 50% as of 2022, with the remainder to be completed as part of the Climate Emergency Action Plan.** The work aligned with the Green City Strategy, being implemented as part of the ten Areas of Focus in the Climate Emergency Action Plan.

Efforts were made between 2020 and 2022 to implement a series of strategies, including the development of the **City's Corporate Energy Management Conservation Demand Management Strategy, with the completion of 50% of the corresponding actions and an update of the Green Fleet Plan.** Council approved the Climate Emergency Action Plan in April 2022 after considerable community and business engagement.

**In 2019, Council declared a climate emergency at the urgency of the community.** It triggered several actions, staff reports, and further decisions, including developing a plan to achieve net-zero greenhouse gas emissions by 2050.



## 4.3

# Community Belonging

### What Is It?

A sense of community belonging reflects whether individuals feel connected to a community or group (e.g., social, cultural, professional) and that they matter to one another and to the group.



### The Numbers

#### Sense of Belonging

Year	% of respondents who strongly agree or somewhat agree they have a strong sense of belonging in the city of London
2019	88%
2020	N/A
2021	82%
2022	79%

Source: City of London

The percentage of respondents who strongly agree or somewhat agree they have a strong sense of belonging in London decreased by 9% between 2019 and 2022.

## LCRN Members in Action

**\$600,000** was invested to support operational funding for staff and security in 2021 and 2022 as part of the pilot for extended publicly accessible washroom hours at Victoria Park and the Dundas Place Fieldhouse.

**5** mentors were subcontracted for one year, and ten mentees were selected for eight months to participate in the Belong program offered through the London Arts Council.

**7%** increase in funding for Indigenous-led programs, 3.2% increase for basic needs and emergency support, 2.1% increase for gender-based violence programs, 1.8% increase for housing stability programs, and 1.7% increase for education programs for children and youth was implemented by United Way Elgin Middlesex after a review of their community funding model was conducted.

**700** Londoners participated in seven interactive live mural walk activations in the Core Area hosted by the London Arts Council, where 30 artists were engaged, of which 50% were BIPOC artists.

**1,475** individuals engaged in the London & Middlesex Local Immigrant Partnership and City of London newcomer events annually between 2020 and 2022.

**120** individuals attended the second annual London Newcomer Day, hosted by the City of London, and many community agencies and partners, to welcome and celebrate newcomers and share information about living, working, and studying in London.

**200** registrants met virtually in 2020 to explore creating a strong sense of place for all Londoners through the second annual Place Matters Conference supported by the City of London.

## 4.4

## Community Engagement and Social Isolation

### What Is It?

Community engagement refers to participation in community-based activities and interpersonal interactions. In comparison, social isolation reflects low levels of social participation and feelings of loneliness.



### The Numbers

#### Welcoming Community

Year	% of respondents who strongly agree or somewhat agree the city of London is a welcoming community
2019	90%
2020	N/A
2021	85%
2022	81%

Source: City of London

#### Neighbourhood Engagement

Year	# of people who vote in the neighbourhood decision-making program
2019	10,852
2020	No data-COVID-19
2021	4,750
2022	4,187

Source: City of London

In 2019, the percentage of respondents who strongly agreed or somewhat agreed the city of London is a welcoming community was 90%, which decreased by 9% in 2022 to 81%. The number of people who voted in the Neighbourhood Decision-Making Program decreased between 2019 and 2022 by 61%.

## LCRN Members in Action

**50** non-profit organizations have contributed data to the London Community Foundation's London Vital Signs Data Hub project.

**6** concerts were presented at Folk Music Ontario Week hosted by the London Music Office.

**200** Londoners attended the Bike Rodeo, and participants remained in Old East Village to circulate to other area activations, including the installations of two large-scale permanent murals on Dundas St. The BIA executed five \$1,000 Construction Dollar giveaways throughout the event, which drew additional attendees. Also included was a Polaroid photo booth, a radio "live to air," and interactive art activities.

**1,222,992** visits were received between 2020 and 2022 to City of London community centres.

**108,945** participants engaged in City of London recreation and sports programs from 2020 to 2022, and 2,150 individuals received Play Your Way financial assistance annually to encourage participation in recreation and sport. There were also 6,368 opportunities for free drop-in recreation programs.

**480** events, exhibits, and classes were offered to Londoners, including 244 hosted by the Dundas Street Partners, 79 hosted by Eldon House, and 157 hosted by Museum London between 2020 and 2022. Attendance in arts and culture experiences during that same time period was 393,584 visitors, including 351,399 Museum London visitors and 42,185 Eldon House visitors.

**564** public education activities were offered by the London Fire Department, including "Coffee with a Firefighter" events, to provide members of the community with an opportunity to speak with members of the London Fire Department.

**55%** of London's 20 community gardens were accessible as of 2022.

In addition, just over one-third of all community garden plots, on average, were subsidized.

**100%** of available surplus school sites were analyzed for parkland opportunities.

This process will create new community gathering spaces at 1958 Duluth Crescent, 18 Elm Street, and 7 Annadale Drive. The City of London also opened the new Lorne Avenue Park, which stands at the site of the former Lorne Avenue Public School.

**800** children registered for the City of London's modified summer camp program in 2020, held at 11 locations across the city.

Further, from October to December, the City introduced free, modified neighbourhood-based programming for all ages at eight community centres.

**460** residents submitted ideas through the Neighbourhood Decision-Making Program between 2021 and 2022.

Further, from 2020 to 2022, 198 activities were supported, 12 movie nights were hosted, and 38 events were supported in neighbourhoods.

## 4.5 COVID-19 Management and Prevention

### What Is It?

COVID-19 Management and Prevention in this context means the prevention, control, and management of COVID-19, an infectious disease caused by the coronavirus SARS-CoV-2.



### The Numbers

#### Total Number of COVID-19 Cases

Year	Total number of COVID-19 cases per year
2020	3,935
2021	18,773
2022	24,201

Source: Middlesex-London Health Unit

#### COVID-19 Vaccination Uptake (Two Doses)

Year	% of the population that is fully vaccinated against COVID-19 (age 5+)
2020	0.30% (first dose only)
2021	83.70%
2022	89.60%

Source: Middlesex-London Health Unit

The total number of COVID-19 cases per year increased from 3,935 in 2020 to 24,201 in 2022, a change of 515%. Further, the percentage of the population that is fully vaccinated against COVID-19 increased each year between 2020 and 2022 to 89.60%.

## LCRN Members in Action

**33** licensed childcare locations were supported by the City of London to provide Emergency Licensed Child Care to 756 children of essential workers during the school closure period from April to June 2021.

Operators were also supported to deliver virtual early years services to over 52,000 participants through 1,874 interactive, recorded, and facilitated sessions from January to July 2021.

**\$40.5** million in emergency assistance was received by the City of London through the federal/provincial Safe Restart Agreement to support municipalities in addressing COVID-19 financial impacts and service interruptions.

**\$70** million of COVID-19 financial impacts (including lost revenues and additional costs) were navigated by the City of London in 2021. This was made possible through the receipt of significant financial support from the federal and provincial governments, including Safe Restart Agreement funding, COVID-19 Recovery Funds, Social Services Relief Funds, etc. The City also implemented temporary service adjustments in response to public health restrictions that helped offset COVID-related lost revenues and additional costs.

**In early January 2020, the City began monitoring the COVID-19 virus spread and activated a logistics team to support City services and community agencies in acquiring personal protective equipment.**

This team continued to support the procurement and distribution of personal protective equipment in the community. The City of London also activated the Community Control Group in March and declared a local state of emergency on March 20, 2020. The Community Control Group met regularly until the State of Emergency ended in May 2022.

**In response to COVID-19, the Middlesex-London Health Unit launched a comprehensive incident management response** which included contact tracing, outbreak management, working with countless organizations to ensure appropriate health measures and protocols were in place, public education, and monitoring and responding to cases in the community. As of November 26, 2022, more than 1.3 million doses of the COVID-19 vaccine had been administered across the Middlesex-London region, including more than 68,000 doses at 542 mobile and pop-up clinics. The City partnered with the Middlesex-London Health Unit to open two vaccination facilities, providing staff, facility, security, and technical support. The Western Fair Agriplex was a COVID-19 mass vaccination clinic supporting the community's health and safety until September 2022. The Middlesex-London Health Unit moved its COVID-19 Mass Vaccination Clinic to the Western Fair District's main building in early October 2022 to continue offering COVID-19 vaccinations to the community.

**Dearness Home responded to the COVID-19 pandemic by increasing staff training on proper Infection, Prevention and Control measures, including using personal protective equipment.** Dearness Home residents enjoyed the entertainment and social interactions through small group settings, room-to-room cohorts, and ongoing health and safety precautions, including ongoing health and safety training for hundreds of essential caregivers.

**Throughout the pandemic, the City of London maintained an ongoing commitment to its residents' and employees' health and safety.**

Health and safety precautions were incorporated in all operations, including health screening upon entry to City facilities, physical distancing, frequent hand washing and hand sanitizing, and frequent sanitization of high-touch surfaces. The new protocol manual and training for modified summer and fall recreation staff also included COVID-19 health and safety measures and a greater emphasis on mental health.

**In response to the COVID-19 pandemic, the Middlesex-London Health Unit rapidly deployed staff from across the organization to support case and contact management, outbreak management, infection prevention and control consultation, and the administration of COVID-19 vaccines.**

In addition to redeployments, the Middlesex-London Health Unit also increased its staff numbers substantially to meet the demands of the pandemic. In the last year, with the transition from a pandemic state to an endemic state, the Middlesex-London Health Unit has been able to sustain its response to COVID-19 while returning redeployed staff to their baseline work. The Middlesex-London Health Unit will continue to adapt its service delivery to reflect the risk of COVID-19 in the community.



## 4.6

## Crime and Safety

### What Is It?

A crime is any unlawful act punishable under the Criminal Code. At the community level, safety reflects being able to live, work, and play without fear of harm or victimization.



### The Numbers

#### Crime Severity

Year	Crime severity index
2019	76.01
2020	74.82
2021	80.09

Source: Statistics Canada

#### Violent Crime and Sexual Assaults Against Women

Year	% of victims of police-reported violent crime that are female
2019	53.94%
2020	53.35%
2021	53.24%

Source: Statistics Canada

The crime severity index changed from 76.01 to 80.09 between 2019 and 2021, reflecting an increase in crime prevalence and severity. The percentage of victims of violent crime that are female remained at approximately 53% between 2019 and 2021.

**LCRN Members in Action**

**467** calls were diverted from a police-led response to a healthcare-led response via the **Community Outreach and Support Team (COAST)** between April 2021 and April 2022. COAST participants said that when interacting with COAST, they felt heard and that team members genuinely cared about them.

**\$5,000** was donated by the **London District Heavy Construction Association** to support London Middlesex Crimestoppers.

**Safe Cities London collaborated to deliver bystander intervention training in 2021 to bar staff in the downtown** and worked to raise awareness at Western University and Fanshawe College about on-board safety and the London Transit Commission's courtesy stop program.

## 4.7

# Immigration and Migration

### What Is It?

Immigration and migration refers to the movement of people from other countries, provinces, or regions into a given geographic area.



### The Numbers

#### Newcomers to London

Year	# of newcomers to London through direct and secondary migration
2019-2020	5,393
2020-2021	7,382
2021-2022	10,255

Source: Statistics Canada

#### International Student Enrolment at Western University

Year	# of full-time international students enrolled in Western University
2018-2019	4,221
2019-2020	4,565
2020-2021	4,487
2021-2022	4,746

Source: Western University

### International Student Enrolment at Fanshawe College

Year	# of full-time international students enrolled in Fanshawe College
2018-2019	8,696
2019-2020	10,690
2020-2021	9,387

Source: Fanshawe College

The number of newcomers to London increased by 90% between 2019-2020 and 2021-2022. International students enrolled at Western University increased by 12% between the start of the 2018 and 2021 school years. Similarly, international student enrollment at Fanshawe College increased by 8% between the beginning of the 2018 and 2020 school years.

### LCRN Members in Action

The London & Middlesex Local Immigration Partnership studied **discrimination among immigrants, Indigenous Peoples, and visible minorities**. This study has been used widely to inform other work conducted by the municipality and community partners.

**Matter of Fact sheets on immigration trends in London and Middlesex, produced by the London & Middlesex Local Immigration Partnership, and featured on the 1000 Acts of Welcome site**, informed the public and provided service providers with the data they need to better inform their services.

**The London Economic Development Corporation produced its first 'Manufacturing Employment Prospects Report' which will be followed by reports for the Construction, Health, and IT sectors, along with a summary report that will refer to other specific needs**. The report provides useful data to support domestic and international recruitment, apprenticeship efforts, immigration program priorities, and useful background for proposals.

## *Section 5.0*

# **Conclusion and Next Steps**

Recovery is not about building the same London; it is about building a community that is stronger than where we started. Recovery for London is about renewal; it requires looking forward and creating a brighter future rather than going back to the way things were. It presents an opportunity for transformation, reimagining, and re-setting what London looks like post-pandemic – an equitable community where no one is left behind.

The pandemic demanded exceptional innovation, partnerships, and flexibility, and recovery and renewal efforts required much of the same. London Community Recovery Network members came together in an unprecedented way, working differently together to revitalize the community and reimagine the future. London Community Recovery Network members designed and participated in initiatives that benefitted community recovery and renewal and, at the same time, focused on the needs of individual sectors, members, and organizations. London Community Recovery Network members implemented initiatives to support London's recovery in alignment with the London Community Recovery Network's vision and objectives. The lessons learned will serve as the foundation for future initiatives, such as using an enterprise-wide approach to address challenges, co-designing solutions in real-time across sectors to address emerging crises, and pursuing outcomes through a collective impact framework.

While there has been a tremendous effort towards recovery and renewal in London, demonstrated by the actions undertaken by London Community Recovery Network members and the indicator results, the data also illustrates that there is more work yet to do to build a strong and inclusive post-pandemic London.

Moving forward, London Community Recovery Network members will continue to work to address these challenges. The London Community Recovery Network committed to tracking indicators for three years. Rather than through a formal London Community Recovery Network structure, the City of London will report on the indicators and metrics in the London Community Recovery Framework through the City of London Strategic Plan annual reporting process. Further, the next City of London report on London Community Recovery Network funded initiatives will present results for the 2024 year-end.

While the structure of the London Community Recovery Network is shifting, the work of renewal and recovery in London will evolve and integrate into London Community Recovery Network members' initiatives, the City of London's Strategic Plan, and the Health and Homelessness Whole of Community System Response to support longevity and sustainability. The legacy of the London Community Recovery Network will continue as the community collectively works towards a resilient, equitable, and inclusive post-pandemic future.



# **London Community Recovery Network**

**Update Report | 2020 - 2022**



# London Community Recovery Network





# **The London Community Recovery Network - Funded Initiatives Status Report**

June 2023

## Introduction

City Council established the London Community Recovery Network (LCRN) in partnership with leaders from London's public, private, non-profit, and institutional sectors and those representing communities that experienced disproportionate impacts from the COVID-19 pandemic. Between fall 2020 and spring 2021, City Council also approved a total of \$10 million to be set aside to support social and economic recovery measures. To date, the total Council approved amount has been fully allocated.

From February 2021 to July 2022, Council allocated funding from this funding to support initiatives brought forward by City service areas and community partners through business cases brought forward for Council consideration.

In March 2022, City Council approved a streamlined process for Civic Administration to identify and put forward business cases for Council's consideration. This process was launched and included two streams available to Civic Administration and LCRN partners:

### **Formal Process for accessing LCRN Recovery Funding:**

- LCRN Recovery Funding, for recovery initiatives with a submitted budget of **over \$5,000**.
- This process required the applicant/s to develop a business case, which had to be presented to and approved by Council.
- The last formal idea intake was approved by Municipal Council on August 2, 2022, following the report idea intake was put on hold due to the Municipal Election.
- As of August 2, 2022, a total of \$7,115,814 has been allocated to 31 recovery business cases.
- On March 7, 2023, Council passed a motion that ... "c) the Civic Administration BE DIRECTED to allocate the remaining fund of \$2,884,186 from the London Community Recovery Network funds towards the implementation of the system; it being noted that Civic Administration will return to Council with a business case detailing the proposed use of the funds..."

### **The LCRN Readiness Fund:**

- The LCRN Readiness Fund, for recovery initiatives with a submitted budget of **under \$5,000**.
- This fund was set up for community recovery initiatives or supports that were considered small scale, and that both align with the LCRN Framework and are too small to justify a business case delivered through the Council process.
- The source of funding for the \$100,000 commitment for the LCRN Readiness Fund is the funding that has been set aside by Council for social and economic recovery within the Economic Development Reserve Fund.
- As of April 2023, \$60,845 has been approved through this fund.

## Funded Initiatives Status Report

Civic Administration has tracked the implementation of the community-led and city-led initiatives that received funding under both the formal process for accessing LCRN Recovery Funding as well as the LCRN Readiness Fund.

This report provides information and updates on these initiatives to demonstrate the broad and deep contributions that LCRN partners have made and are making to power London’s community recovery using public funds. The report also serves to underscore the City’s desired Outcome as trusted, open, and accountable in service of the community, as set out in Council’s 2023-2027 Strategic Plan.

The below status report is separated into two sections:

- **Table B1: Council Funded LCRN Initiatives** includes an overview and status update on all community or city-led initiatives that received a Council-directed investment through the formal process for accessing LCRN recovery funding from 2021-2022.
- **Table B2** includes an overview and status update on all community or city-led initiatives that received a Civic Administration endorsed investment through the LCRN Readiness Fund from 2022 until present.

The information collected from project leads reflected in this report is current as of April 2023. Council members will note that many projects are still in progress.

### LCRN Investments By the Numbers:

<b>Funding set aside by Municipal Council for Economic and Social Recovery</b>	<b>\$10,000,000</b>
Total Council Approved Initiatives (2020-2022)	\$7,027,564
Total Readiness Fund Investments (as of March 2023)	\$60,845
One-time Council allocation to the Palace Theatre (loan forgiveness)	\$78,750
Total Remaining balance for the LCRN Readiness Fund (as of March 2023)	\$39,155
Remaining funding available for the Whole of Community System Response	\$2,793,686*

\* On March 7, 2023, Council directed the amount of \$2,884,186 to the Whole of Community System Response, pending a business case brought to Council. However, this \$2,884,186 figure reflected only a portion of the commitments from the LCRN Readiness Fund. Assuming all investments approved through the LCRN utilize the full amount of planned funding, only \$2,793,686 will be available to transfer to the Whole of Community System Response. The \$90,500 difference between these two figures will be reconciled through an additional draw down from the Economic Reserve Fund, if required to support the business case for the Whole of Community System Response.

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>City of London, Planning and Economic Development, Core Area Programs (Christmas- Holiday Market)</b>                      The London Community Recovery Network has recommended that the City of London work to initiate a Christmas (Holiday) Market in the community. This would serve as both a local and regional destination and involve local and regional artisans.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Arts, Culture and Tourism;                      Community Belonging;                      Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$200,000</p>	<p>In 2021, the City of London partnered with Downtown London to create the Festival of Markets on Dundas Place.</p> <p>In 2022, the City of London worked with Downtown London and the Covent Garden Market to move the Christmas (Holiday) market onto Rotary Square.</p> <p>The Holly Jolly Holiday Market was supported with this funding to expand to an indoor and outdoor market, running the first 3 weekends in December. The market is a central part of a larger campaign called Downtown for the Holidays, which promotes festivities in Victoria Park and throughout the Downtown.</p> <p>In 2023, City staff and partners are working together to continue this successful program.</p>	<p>Completed</p>
<p><b>Middlesex London Food Policy Council, and the City of London, Neighborhood and Community-Wide Services (Increase Focus on Addressing Food Insecurity)</b>                      This idea for action involves the development and implementation of evidence-based policies, strategies, and investments that address food insecurity. Food insecurity is a multi-dimensional issue that includes food availability, stability of supply, access to resources, and the ability to utilize food. Many organizations in London are actively working on addressing the interrelated issues and impacts of food insecurity, which have been exacerbated by COVID-19. The City of London is a key partner in this collective effort through its policy, planning, and resourcing functions.</p>	<p><b>Areas of Focus:</b>                      Investing in People</p> <p><b>Recovery Indicators:</b>                      Food Security, Physical Health; Mental Health</p> <p><b>Funding:</b>                      \$100,000</p>	<p>The Middlesex London Food Policy Council (MLFPC) secured Nutrition for Non-Nutritionists (N4NN) to update the Community Food Assessment (CFA), with a targeted completion of June 2023.</p> <p>This work will include:</p> <ul style="list-style-type: none"> <li>• Community Consultations &amp; Discussion (May 2023)</li> <li>• Environmental Scan: Municipal Food Systems Policies &amp; Practices (June 2023)</li> <li>• Exploring a Framework for a Regional Agri-Food Network (June 2023)</li> </ul> <p>Each phase will produce a written report. A summary report of all the phases will be written using an SDG lens, and will be available in early Fall, 2023. MLFPC plans to host an event in November of 2023, where the findings of all 4 phases will be released to the public.</p>	<p>In Progress</p>
<p><b>Environment and Infrastructure; Parks Operations (Public Toilets and Sanitation)</b>                      The LCRN has recommended that the City of London increase the number of publicly accessible washrooms and hours of operation to 24 hours a day, 365 days a year. This business case recommends a \$600,000 allocation to support operational funding for staff and security for 2021 and 2022 as part of the pilot for extended hours at Victoria Park and the Dundas Place Fieldhouse.</p>	<p><b>Areas of Focus:</b>                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Community Belonging</p> <p><b>Funding:</b>                      \$600,000</p>	<p>The LCRN Business Case for this idea was approved and allocated \$600,000 to support operational funding for staff and security for 2021 and 2022 as part of the pilot for extended public washroom hours at Victoria Park and the Dundas Place Fieldhouse.</p> <p>Two public washroom sites were opened in 2021-2022 for extended hours (Victoria Park – 8am-8pm) and Dundas Place (7am to 11pm, 7 days a week including holidays).</p> <p>An additional \$350,000 was approved in February 2023 to maintain these hours of operation until the end of the year.</p>	<p>Completed with Ongoing Activities</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>London Arts Council, City of London, Neighbourhood and Community-Wide Services, Culture Services (Outdoor Concerts and Arts Performances)</b>                      The LCRN has recommended that the City of London utilize downtown municipal parking lots for socially distanced concerts to support local music venues and staff to continue operations. Recognizing the current Provincial restrictions for organized event gatherings, the City of London will broaden this idea to cover both outdoor concerts and outdoor performances in all public spaces, with the latter being the most appropriate under some Provincial restrictions. It should be noted that other types of cultural programming (dance, theatre, cinema, etc.) may be included to provide Londoners a range of options.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Arts Culture and Tourism;                      Community Belonging;                      Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$200,000</p>	<p>London Arts Council – London Arts Live and Culture City X outdoor concerts and art activations in the core area:</p> <ul style="list-style-type: none"> <li>• 185 unique artists were provided opportunities to perform in the LAL program, and the number of artists from equity-deserving communities who participated was 60.</li> <li>• 121 artists were provided with paid opportunities, including 36 artists from equity-deserving communities.</li> <li>• 265 arts activations took place through LCRN in the core area</li> </ul> <p>TD Sunfest Canada and Home County Music and Arts Festival – Summer Festivals’ BLOCK PARTY:</p> <ul style="list-style-type: none"> <li>• 31 unique musicians were provided with paid opportunities.</li> <li>• 16 concerts were presented by Home County and the Sunfest Block</li> </ul> <p>Wednesday Lunch Time Concert Series Party:</p> <ul style="list-style-type: none"> <li>• 13 unique chamber musicians were provided with paid opportunities.</li> <li>• 11 weekly concerts were presented by London Symphonia</li> </ul> <p>London UNESCO City of Music Concert Series:</p> <ul style="list-style-type: none"> <li>• 21 individual local and international musicians, 9 local and international bands</li> <li>• 6 technicians were provided with paid opportunities.</li> </ul> <p>6 concerts were presented during Folk Music Ontario Week by the London Music Office.</p>	<p>Completed</p>
<p><b>London Arts Council, City of London, Neighborhood and Community-Wide Services, Culture Services (London Mural and Art Walk)</b>                      The LCRN is recommending that the City of London create both formally guided and self-guided tours of murals, visual art exhibits, public art installations and monuments in the downtown core</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Arts Culture and Tourism;                      Community Belonging</p> <p><b>Funding:</b>                      \$100,000</p>	<p>In October 2021, the LAC initiated Interactive Live Mural Walk (self-guided walking tour) along Dundas Place featuring a variety of artists painting on movable murals. Eight mural (4-sided) mural walls with wheels that could be easily and safely moved were fabricated by London Woodshop Collective and were set up to facilitate LIVE mural paintings. Eight artists were selected (4 of whom are BIPOC) and scheduled to LIVE paint throughout Dundas Place over the course of eight weeks (October-November 2021).</p> <p>June – October 2022, 7 interactive live mural walk activations took place between 10 am and 4 pm in the central core area of downtown London – Dundas Street:</p> <ul style="list-style-type: none"> <li>• 30 artists in total (15 IBPOC artists) participated in the Interactive Live Mural Walk.</li> <li>• More than 100 people were engaged during each walk (approx. 700 participants total)</li> </ul> <p>Webpage: <a href="https://www.londonarts.ca/public-art-tour">https://www.londonarts.ca/public-art-tour</a></p>	<p>Completed With Ongoing Activities</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>Planning &amp; Economic Development, Core Area and Urban Regeneration (Focus on Actions That Get People Moving Around the Core)</b>                      The London Community Recovery Network has recommended that the City of London “identify actions to promote a walkable, accessible downtown; address physical barriers, use technologies available to support accessibility needs. Improve signage to help drivers, pedestrians and cyclists navigate; map the journey from the car to ultimate destinations. Uncertainty on timelines acknowledged broader plans to increase walkability/accessibility will take considerable time.”</p>	<p><b>Areas of Focus:</b> Driving Prosperity</p> <p><b>Recovery Indicators:</b> Arts, Culture, and Tourism; Business Health; Commercial Vacancy</p> <p><b>Funding:</b> \$330,000</p>	<p>Downtown Wayfinding Plan: Designs for all signs in wayfinding signage system were approved in February 2022 by the Core Area Steering Committee.</p> <ul style="list-style-type: none"> <li>• Locations of signs for Phase 1 sign installation were finalized in Fall 2022.</li> <li>• Procurement of signs is underway, with installation targeted for Fall 2023.</li> </ul> <p>Complementary initiatives are planned or underway to improve mobility and accessibility in the core include new cycling and rapid transit infrastructure projects, and sidewalk repairs completed in 2022.</p>	<p>Completed with Ongoing Activities</p>
<p><b>Planning and Economic Development; Core Area and Urban Regeneration (A Break in the Clouds: Patio Grant)</b>                      This Idea for Action suggests the City work with businesses and BIAs to create an action plan to support patios in the city. This includes investigating the use of public property, providing financial support, and amending by-laws and regulations to be more permissive of patios in general.</p>	<p><b>Areas of Focus:</b> Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b> Community Belonging; Community Engagement and Social Isolation; Business Health</p> <p><b>Funding:</b> \$100,000</p>	<p>The Core Area &amp; Urban Regeneration team worked collaboratively with London’s 5 BIAs to distribute and administer the \$100,000 allocated to the entire program, titled “A Break in the Clouds: 2021 Patio Improvement Program.”</p> <ul style="list-style-type: none"> <li>• The program was fully subscribed and there was more demand than funding.</li> <li>• Financial support was capped at a maximum amount per business to provide opportunities for as many businesses as possible.</li> </ul> <p>The program assisted 64 businesses in London’s 5 BIAs to purchase equipment essential for operating patios.</p>	<p>Completed</p>
<p><b>Planning and Economic Development, Core Area and Urban Regeneration (Increase Grant funding/ Upgrade Building Code for Façade Upgrades)</b>                      This Idea for Action suggests the City increase the forgivable (grant) portion of the Upgrade to Building Code and Façade Improvement loan programs. As the programs currently stand, businesses receive a grant back of 12.5% and 25% of the loan amount for Upgrade and Façade programs, respectively, if they maintain a targeted use tenant on the ground floor.</p>	<p><b>Areas of Focus:</b> Driving Prosperity</p> <p><b>Recovery Indicators:</b> Business Health, Commercial Vacancy, Arts, Culture, Tourism</p> <p><b>Funding:</b> \$250,000</p>	<p>The City created a new Recovery Grant program for property owners and tenants in five community improvement project areas (Downtown, Hamilton Road, Lambeth, Old East Village, and SoHo). The grant helped cover the cost of interior and exterior property improvements.</p> <p>In total, 58 applications were received. Of the 58 applications, 52 were approved in full and two applications approved partially — meaning some funding was allocated and some funding was waitlisted.</p> <p>A portion of the Recovery Grant funding was also transferred to the Old East Village BIA and Hamilton Road BIA to fund graffiti removal across multiple properties.</p>	<p>Completed</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>Tourism London in partnership with all 5 BIAs (City Wide Support Local Promotional Campaign)</b>                      The City-Wide Support Local Promotional Campaign, now called “Find it in London,” will focus on promoting local tourism and small businesses through several initiatives and will build upon Tourism London’s “Stay a Little Longer” and “Support Local” promotional campaigns, along with all the programming taking place in the BIAs across London.</p> <p>Tourism London and partners will implement the following initiatives for the Program:</p> <ul style="list-style-type: none"> <li>• Expansion of Tourism London’s Stay a Little Longer 2.0 Campaign</li> <li>• Interactive Website with Digital Map and Digital Passport</li> <li>• Holiday Gift Guide</li> <li>• VISA Dollars Pilot Program</li> <li>• Marketing and Promotional Plan</li> <li>• Centralized Project Coordinator</li> </ul>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Income; Arts, Culture and Tourism; Business Health; Commercial Vacancy; Employment; Talent Recruitment and Retention; Community Belonging</p> <p><b>Funding:</b>                      \$760,000</p>	<p>Expansion of Tourism London’s Stay a Little Longer 2.0 Campaign: <a href="https://www.londontourism.ca/stay">https://www.londontourism.ca/stay</a></p> <ul style="list-style-type: none"> <li>• 1,000 additional VISA cards and Stay a Little Longer packages were created for 2022. All packages have sold out by December 2022.</li> </ul> <p>Interactive Website with Digital Map and Digital Passport: <a href="https://www.finditinlondon.ca">https://www.finditinlondon.ca</a></p> <ul style="list-style-type: none"> <li>• Total # of businesses listed 310 (with 142 added in 2022). Total # of businesses currently listed 447</li> </ul> <p>Holiday Gift Guide: <a href="https://www.finditinlondon.ca/holiday-gift-guide/">https://www.finditinlondon.ca/holiday-gift-guide/</a></p> <ul style="list-style-type: none"> <li>• Included 196 business listings, as well as ads for all partner BIAs and community partners.</li> </ul> <p>VISA Dollars Pilot Program</p> <ul style="list-style-type: none"> <li>• VISA cards were distributed to BIA partners for targeted promotional campaigns within their specific areas.</li> </ul> <p>Marketing and Promotional Plan</p> <ul style="list-style-type: none"> <li>• Yearlong “ON TO” campaign executed through social media</li> <li>• “ON TO” campaign for 2023 to begin May 2023 and run through November 2023</li> <li>• ShopLondon2Win Campaign: a city-wide contest ran for 6 weeks in the summer of 2022.</li> </ul> <p>Business Stories – Video Series: To date, completed filming 100 of 100 videos</p>	<p>In Progress</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>Goodwill Industries (Circular Economy Work and Training Platforms)</b>                      Goodwill Industries will lead the implementation of the Circular Economy Work and Training Platforms Program to help grow social enterprise by creating living wage skilled jobs and training opportunities for vulnerable and marginalized populations disproportionately impacted by COVID-19, and to improve environmental impacts in the textile industry.</p>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Homelessness; Mental Health; Income; Employment; Labour Market participation; Climate Change and Environment; Community Belonging; Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$249,000</p>	<p>In 2022, Goodwill continued to increase capacity in the Light Industrial Sewing Platform, WORTH, textile sorting, and shredding. Goodwill continues to grow a local skilled workforce in the community with 34 Sewing Trainees successfully completing the program in 2022.</p> <p>The new shredding machine was set up and staff have been recruited and trained to use it, including two new staff positions to support the sorting of materials before shredding.</p> <p>Marketing and development continued for WORTH, Goodwill’s remanufactured clothing and accessories brand. Significant efforts were made in the summer to participate in community events and pop-up sales to increase demand for products, with those efforts continuing through the holiday season.</p> <ul style="list-style-type: none"> <li>• In 2022, there were 63,517 visits to the WORTH website (seetheworth.com) and 585 sales.</li> </ul> <p>Between WORTH’s remanufacturing initiatives and the new textile shredder, more than 10,000 pounds of textiles were diverted from landfill in 2022 alone.</p>	<p>In Progress</p>
<p><b>Reimagine Institute for Community Sustainability (RICS) (The Good Foods Project)</b>                      The Good Foods Project was intended to be a not-for-profit, London-based food delivery project with the goal of providing small, independent business with an affordable alternative to existing third-party food delivery services.</p>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity;</p> <p><b>Recovery Indicators:</b>                      Food Security; Income; Business Health</p> <p><b>Funding:</b>                      \$9,800 (Funding was retained by the City)</p>	<p>The goal of the Good Foods Project, as presented to Council in April 2021, was to provide small independent food establishments with a route to recovery from the effects of the COVID-19 pandemic through an affordable alternative to food delivery. Reimagine Institute for Community Sustainability was informed by the private sector that Delivery Deals, a London-based delivery business was interested in launching an online platform. As such, no further action was needed from Reimagine Institute for Community Sustainability, as the project was redirected to Delivery Deals, and as a result the approved funding was retained by the City.</p>	<p>Redirected</p>



**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>TechAlliance of Southwestern Ontario (Investment in Ventures with Innovative Solutions)</b>                      TechAlliance will administer the ‘Investment in Ventures with Innovative Solutions’ Innovation Challenge: a public competition aimed to address London’s recovery needs by encouraging local, creative innovators to submit proposals to solve the technology and social gaps arising from the COVID-19 pandemic and resulting lockdowns. Innovators will propose solutions which positively impact other businesses, community organizations and citizens, creating job stability and overall community resiliency.</p>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity</p> <p><b>Recovery Indicators:</b>                      Income; Business Health;                      Employment; Talent Recruitment and Retention</p> <p><b>Funding:</b>                      \$180,000</p>	<p>As part of Phase 1 and 2 of the London Innovation Challenge, six London companies were awarded \$20,000 each to address the recovery and renewal areas of focus identified by the London community – Investing in People, Driving Prosperity, and Fostering Community.</p> <p>The Two Challenges:</p> <p><b>REIMAGINE SYSTEMS FOR PEOPLE:</b> Focusing on inclusivity to drive sustainable growth, three recipients of this challenge represent a variety of sectors including health care, equitable talent acquisition, and small business support.</p> <ul style="list-style-type: none"> <li>• Caring Support has reached new heights and continues to help students find placements in the health industry.</li> <li>• Locorum has capitalized on their innovative product and has added hundreds of small businesses to their platform.</li> <li>• Zersent has validated their ESG compliance platform and has engaged local clients.</li> </ul> <p><b>STRENGTHEN BUSINESS HEALTH:</b> With a focus on giving tools to small businesses to drive sustainable growth and safely re-open, three recipients of this Challenge represent a variety of sectors including health &amp; safety, retail, and human resources.</p> <ul style="list-style-type: none"> <li>• In The ClearZone has continued to make London businesses safer.</li> <li>• Labourly has validated their product and is now a tool used by Fanshawe students to find opportunities in the trade industry while accurately displaying their relevant certifications for the workplace.</li> <li>• SizeWize has helped London clothing businesses elevate their digital experience to customers who prefer online shopping.</li> </ul>	<p>Completed</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>Employment Sector Council (Pandemic Recovery Resources and Training to Enhance Employment for Londoners)</b>                      WILL Employment Solutions will develop the following three unique COVID-19 workshops to assist the London region’s employment professionals with providing current, relevant, and necessary pandemic recovery assistance to employers and job seekers with diverse professional needs:</p> <ul style="list-style-type: none"> <li>• “What’s Working?” A Professional Development Series on COVID-Recovery Strategies</li> <li>• Employer Pandemic Recovery Resources Workshop</li> <li>• Understanding London’s Pandemic Labour Market</li> </ul>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Business Health;                      Employment; Labour Market Participation;                      Talent Recruitment and Retention; Covid-19 Management and Prevention; Community Belonging</p> <p><b>Funding:</b>                      \$135,000</p>	<p>Since June 2021, approximately 500 front-line staff from community employment organizations have participated in 21 sessions to learn about current pandemic recovery information, resources and supports. Sessions are recorded to allow attendees to revisit the information at any time. The “Wednesdays at One” series covers three distinct themes and is co-hosted by ESC and the Workforce Planning &amp; Development Board:</p> <p><b>What’s Working?</b> – A professional development series featuring relevant, current, and readily available resources to assist with pandemic recovery. In 2022 three workshops featured specialized resources available through the member network to help all organizations better serve job seekers experiencing complex barriers to employment.</p> <p><b>Engaging Employers</b> – Convening Job Developers to better understand, navigate, and access the myriad of evolving COVID-related assistance available to London area employers, to build and strengthen relationships between our region’s business community and employment services sector. These workshops build partnerships and foster shared understanding about employer needs and the pandemic workforce resources available to support them.</p> <p><b>Bite-Sized LMI</b> – Labour Market Information workshops for job developers regarding relevant COVID impacts on the London Region labour market. Information allows them to better assist job seekers and students in making good employment planning decisions in the current climate.</p>	<p>In Progress</p>
<p><b>London Small Business Centre (My Main Street Local Business Accelerator Program)</b>                      The My Main Street Local Business Accelerator is a province-wide initiative of FedDev Ontario and EDCO. It will support the revitalization of 65 main street communities across Ontario by providing each with a dedicated Main Street Ambassador, customized marketing research, data analysis and non-repayable funding contributions for small businesses.</p> <p>By participating in the My Main Street Local Business Accelerator, participating communities unlock the following resources for their Main Street neighbourhoods:</p> <ul style="list-style-type: none"> <li>• Main Street Ambassador Non-Repayable Contribution</li> <li>• Local Business Non-repayable contributions</li> <li>• Community Market Profile</li> <li>• Wrap-Around Business Support</li> <li>• Main Street Ambassador Network</li> </ul>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Income; Arts, Culture and Tourism; Business Health; Commercial Vacancy; Employment; Talent Recruitment and Retention; Community Belonging</p> <p><b>Funding:</b>                      \$57,500</p>	<p>My Main Street Local Business Accelerator was a data-driven community economic development program focused on revitalizing main streets with a healthy retail mix, while providing residents, new entrepreneurs, and existing businesses with economic opportunities in their main street community:</p> <ul style="list-style-type: none"> <li>• 4 My Main Street Ambassadors were hired – worked closely with BIAs in OEV, Hamilton Rd, Downtown London, as well as Mainstreet London and LEDC.</li> <li>• 180 Businesses Served – connected them to resources and other recovery programs.</li> <li>• 64 Customized Market Research Reports for business completed.</li> <li>• 40 Successful Small Business Grants facilitated – total \$400K in non-repayable contributions to businesses from My Main Street (Economic Development Council of Ontario and FedDev)</li> <li>• 14 New Business openings</li> </ul>	<p>Completed</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>LEDC, Old East Village BIA, Downtown London (MainStreet London/MSL and London Downtown Business Association/LDBA), and the Small Business Centre (Core Area Pilot Program)</b></p> <p>The Core Area Pilot Program is intended to support commercial and main street corridor recovery in core areas of downtown and Old East Village, by recruiting new businesses, including those that are home-based, and expanding entrepreneurs to reduce main street vacancies and further develop small business jobs and investment. Business Case Deliverables:</p> <ul style="list-style-type: none"> <li>• Add 10-15 prospects (targeted businesses who potentially could locate in the core).</li> <li>• Add 4-6 new businesses supported (to occupy vacant spaces, scale up growing operations, increase employment)</li> <li>• Leverage 2022 planned investments and programs for OEV, Downtown London, MainStreet London, London Small Business Centre and London Economic Development Corporation to maximize our collective results.</li> </ul>	<p><b>Areas of Focus:</b> Investing in People; Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b> Income; Arts, Culture and Tourism; Business Health; Commercial Vacancy; Employment; Talent Recruitment and Retention; Community Belonging</p> <p><b>Funding:</b> \$300,000</p>	<p>Campaigns attracted:</p> <ul style="list-style-type: none"> <li>• 10 businesses in OEV</li> <li>• 49 new businesses opened in Downtown London (31 net new)</li> <li>• 3 businesses for LEDC</li> </ul> <p>Total space absorption YTD estimated at over 50,000 sq. ft.</p> <p>Program grants – LEDC, OEV and MainStreet London/ Downtown</p> <ul style="list-style-type: none"> <li>• Leveraged \$122,000* in grant funding to attract businesses and build a pipelines of prospects. To date the partners have committed: <ul style="list-style-type: none"> <li>○ 10 grants totaling \$58,000 for OEV (Join OEV)</li> <li>○ 18 grants totaling \$44,000 for Downtown</li> <li>○ 2 grants totaling \$20,000 for LEDC</li> </ul> </li> </ul> <p>Pop-Up Shops: Retail Accelerator</p> <ul style="list-style-type: none"> <li>• MainStreet London launched the UpStart Accelerator pilot project at 189 Dundas on September 17, which generated: <ul style="list-style-type: none"> <li>○ 31 tours of the space (52 people)</li> <li>○ 10 different rentals</li> <li>○ 22 workshops/retail activations</li> </ul> </li> </ul> <p>Downtown London BIA facilitated 22 grand openings to welcome new storefront businesses that opened downtown. It total 49 new businesses were assisted.</p>	<p>Completed</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>London Chamber of Commerce (Propel: Moving Business Forward)</b>                      The London Chamber of Commerce, in partnership with The Achievement Centre will provide programming for up to 50 businesses which will include a series of six 3-hour in-person workshops (participants may choose from these at a carte depending on their specific needs). In addition, each business will have access to up to 4 hours of one-on-one coaching each (this is in addition to the workshop modules). Modules will focus on business recovery and some of the most pressing issues that business owners are facing as they emerge from the pandemic, including finding and keeping talent, personal productivity and managing stress, and coaching for success.</p>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Mental Health; Business Health; Talent Recruitment and Retention</p> <p><b>Funding:</b>                      \$46,900</p>	<p>The London Chamber of Commerce, in partnership with the Achievement Centre provided programming for 44 businesses impacted by the COVID-19 pandemic.</p> <p>Following the final in person workshop, participants were sent a survey to measure the enjoyment and effectiveness of the program. Aspects of the program were given a score out of 10 as follows:</p> <p>Learning Materials – 9.5/10                      Completing Homework – 9.67/10                      Setting and Achieving Goals – 8.42/10                      Live Workshops – 9.58/10</p>	<p>Completed</p>
<p><b>Elgin Middlesex Oxford Workforce Planning and Development Board (WPDB) (Recognition of Micro-Credentials Among Employers in the London Area)</b>                      The WPDB will conduct research on employers in London area to determine the recognition/acceptance of the micro-credentials presented by job applicants. The research report will help local educational institutions, job applicants, service providers and the public to rethink their approach on up-skilling for the current modern economy.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity</p> <p><b>Recovery Indicators:</b>                      Employment; Labour Market Participation;                      Talent Recruitment and Retention</p> <p><b>Funding:</b>                      \$12,560</p>	<p>The literature review on the topic has been completed and it helped define the basis for the research, and two consultations held with major stakeholders including, Western, Fanshawe, and Pillar Non-profit.</p> <p>The analysis of the results began in the fourth week of November 2022 and the final report was completed by the end of December 2022. The Report can be accessed here: <a href="https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:baa87f92-432d-318c-8a0f-14c47d7bce1f">https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:baa87f92-432d-318c-8a0f-14c47d7bce1f</a>.</p> <p>Close to 70% of the webinar attendees agreed that seeing the report improved their perception of micro-credentials and, more than 90% are more encouraged to promote micro-credentials as a viable alternative to employers desperately looking to fill positions.</p>	<p>Completed</p>
<p><b>Economic Services and Supports, London Music Office, and London Film Office (Centre Stage Patio Grant)</b>                      The Centre Stage Patio Grant program will continue to add vibrancy back to the city by offering more opportunities for hospitality businesses to provide patio materials which encourage residents to support dining outdoors at local cafes, restaurants, and bars. In 2022 this enhanced Patio grant provides patio operators options for the purchase of equipment to stage performances that supports greater access for local musicians to present live music performances and cultural activities, in alignment with Canada’s only UNESCO City of Music designation.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Arts, Culture and Tourism;                      Business Health;                      Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$165,000</p>	<p>As of February 2023, 69 approvals were made through the Centre Stage Patio Grant. The grant supported investments in the following areas:</p> <ul style="list-style-type: none"> <li>• Argyle BIA – 5</li> <li>• Downtown London – 41</li> <li>• Hamilton Road BIA – 5</li> <li>• Hyde Park BIA – 7</li> <li>• Old East Village BIA – 11</li> </ul> <p>The 2022 program also provided the opportunity for local filmmakers to document the effects of enhanced performance spaces by creating a series of promotional videos that highlight the benefits of the grant for businesses and musicians. The videos can be accessed here: <a href="https://drive.google.com/drive/folders/1mwZG_xzvZINnfzmpkfoe-roKt206gu?usp=drive_link">https://drive.google.com/drive/folders/1mwZG_xzvZINnfzmpkfoe-roKt206gu?usp=drive_link</a></p>	<p>Completed</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>London Economic Development Corporation (Talent Attraction and Labour Force Growth for Sustainable Economic Recovery)</b>                      A three-year talent attraction initiative to identify, recruit, and connect targeted newcomers, entrepreneurs, and international students with London employers' needs. This initiative is designed to advance the City of London's immigration strategy and work in parallel with post-secondary international recruitment efforts and other local efforts.</p> <p>The London Economic Development Corporation (LEDC) will work with the City, employers, education institutions, and other partners to support the following initiatives:</p> <ul style="list-style-type: none"> <li>• Labour Market Forecast that drives initiatives</li> <li>• Enhancing London as a destination of choice</li> <li>• Targeted recruitment activities in key markets</li> </ul>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Investing in People;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Business Health;                      Employment; Labour Market Participation;                      Talent Recruitment and Retention</p> <p><b>Funding:</b>                      \$1,500,000</p>	<p>The Contribution Agreement was executed in December 2022, the LEDC is now undertaking the preliminary labour market and marketing research required in the initial project phase. Additionally, LEDC produced its first 'Manufacturing Employment Prospects Report' which will be followed by reports for the Construction, Health and IT sectors, along with a summary report that will refer to some other specific needs. The report provides useful data to support domestic and international recruitment, apprenticeship efforts, immigration program priorities as well as some useful background for proposals.</p> <p>The report can be accessed here:  <a href="https://www.ledc.com/manufacturing-report">Manufacturing Employment Prospects Report   London Economic Development Corporation (ledc.com)</a>.</p>	<p>In Progress</p>
<p><b>Elgin Middlesex Oxford Workforce Planning and Development Board (WPDB) (Estimating the Size of the Gig Market in London and Area)</b>                      This proposal suggests a two-step process to help understand the prevalence of gig economy and gig work locally by industry and occupation. The research will provide decisional support to economic developers, planners, job seekers, workers, and employers, when assessing local economic potential and vitality.</p>	<p><b>Area of Focus:</b>                      Driving Prosperity</p> <p><b>Recovery Indicators:</b>                      Employment, Labour Market Participation,                      Talent Recruitment and Retention</p> <p><b>Funding:</b>                      \$31,975</p>	<p>A literature review has been completed with the purpose of establishing specific characteristics that define gig work. In addition, EMO Workforce Planning and Development Board's staff has reviewed more than 100 local job postings to refine key words associated with gig work opportunities.</p> <p>Elev8, the web developer of the WE platform – adopted locally as the <a href="#">Local Jobs Hub</a> – has been hired to buildout the automatic tagging tool and reporting dashboard that will identify, filter, and report the gig job opportunities in the London ER. The gig tagging tool and reporting dashboard were developed during the end of 2022 and beginning of 2023 and are currently tested and adjusted for accuracy.</p> <p>In 2023, the gig jobs' selection tool and its associated reporting dashboard started collecting and reporting data informing the London ER community about the size of its gig labour market. The gig jobs' filter and dashboard can be accessed here: <a href="https://workforcedevelopment.ca/gig-jobs-dashboard/">https://workforcedevelopment.ca/gig-jobs-dashboard/</a></p>	<p>In Progress</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>London Chamber of Commerce (London City of Music Expo)</b>                      To promote and leverage this UNESCO City of Music designation, the London Chamber of Commerce proposes to host an annual full-day Expo to highlight the designation. The event’s focus would be on the local Music Industry, and as such, the event would feature live performances from local artists on a mainstage at various times throughout the day.</p> <p>Additionally, the Expo would include break-out workshops/seminars where attendees would have the opportunity to learn more about what it means to be a City of Music. It is expected that all workshops can be provided as in-kind contributions to the Expo or in exchange for an exhibitor booth.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Arts, Culture and Tourism;                      Business Health; Talent Recruitment and Retention; Anti-Racism and Anti-Oppression</p> <p><b>Funding:</b>                      \$100,000</p>	<p>The Chamber hired The Branding Firm to create marketing material to promote the Expo, including a landing page for the event here: <a href="https://londoncityofmusicexpo.ca/">https://londoncityofmusicexpo.ca/</a>.</p> <p>The event was held on March 30, 2023, and included 4 workshops and 6 live performances. The event attracted 48 companies and organizations which had exhibitor booths at the event and roughly 1,200 attended over the course of the day.</p> <p>Just prior to the event, the Chamber was able to secure a roundtable meeting with Minister of Tourism, Sport, and Culture, Neil Lumsden alongside key stakeholders at which City officials were able to pitch the idea of a partnership with the Province of Ontario to establish a Creative Sector Incubator in London.</p>	<p>Completed</p>
<p><b>London Music Office (LMO), Tourism London (City of Music Conference and Events)</b>                      Celebrating London’s one-of-a-kind UNESCO City of Music designation, the London Music Office, working in partnership with Tourism London, the London Chamber of Commerce, the Canadian Live Music Association and Music Ontario, will bring Ontario communities together in London for a one-day City of Music Conference followed by live music events.</p> <p>The goal is to strengthen Ontario’s live music sector through municipal support, knowledge sharing, and collaboration. Bringing representatives from various Ontario communities together to discuss strengthening the music ecology will continue to position London as a leader in music development and strengthen opportunities for London-based talent.</p>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Income and Mental Health; Arts, Culture and Tourism; Business Health; Community Belonging; Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$50,900</p>	<p>The City of Music Conference and Events took place on March 31, 2023. The City of Music Conference exceeded expectation with 253 registered guests and 37 speakers. Guests travelled in from across Canada and attracted speakers from as far away as Germany. Live music performances punctuated the event with a total of 6 local artists showcasing.</p> <p>Following the formal conference, Tourism Kingston sponsored a reception with 3 artists performing. Following the conference and reception, LMO partnered with Sunfest to host a concert with two musical groups. LMO used this event to schedule meetings with Mannheim (Germany) City of Music Focal Point and key institutions, partners, and organizations in London.</p>	<p>Completed</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>London Environmental Network (Green Economic Stimulus: Building Retrofits for Local Residents and Businesses)</b></p> <p>The London Environmental Network (LEN) will accelerate building retrofits carried out by businesses and residents through its programs, Green Economy London (GEL) and Greener Homes London (GHL). LEN will scale up program offerings through increased staff support, program delivery, and retrofit incentives for program participants. Examples of building retrofits include switching to energy-efficient or renewable energy options for heating/cooling and appliances, improving insulation and ventilation systems, and other resource-saving improvements in existing buildings. As a result of the retrofit programming, the London community will see reduced greenhouse gas emissions, reduced energy costs for businesses and residents, and an increase in funds reinvested into the local economy via retrofit projects.</p>	<p><b>Areas of Focus:</b> Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b> Business Health; Employment; Labour Market Participation; Housing Affordability and Availability; Climate Change and Environmental Sustainability</p> <p><b>Funding:</b> \$400,000</p>	<p>LEN put a call out to its Green Economy London business leaders for applications for <a href="#">green project support</a>. These projects can include GHG emission reduction, water conservation, waste reduction or environmental stewardship projects. In December 2022, LEN announced the recipients of the Green Project Support 2022. Details on the successful projects can be found here: <a href="https://greeneconomylondon.ca/green-project-support-2022-recipients/?utm_source=rss&amp;utm_medium=rss&amp;utm_campaign=green-project-support-2022-recipients">https://greeneconomylondon.ca/green-project-support-2022-recipients/?utm_source=rss&amp;utm_medium=rss&amp;utm_campaign=green-project-support-2022-recipients</a>.</p> <p>LEN aims to launch its residential incentives in early 2023, after developing a fair and equitable application and requirement process that exposes as many Londoners to the opportunity as possible. LEN is developing a list of local contractors that are eager to perform sustainable retrofits. LEN has hosted several events to help build capacity and understanding around business and residential sustainability, including; <a href="#">Accelerate Your Business Sustainability Journey</a>, <a href="#">Green Leader Awards</a>, <a href="#">Retrofit Webinar Series</a>, <a href="#">Green in the City w Green Drinks</a>, and <a href="#">Communities Taking Climate Action</a>.</p>	<p>In Progress</p>
<p><b>London Arts Council (LAC) (Belong: Inclusive Arts Experiences for Children and Youth)</b></p> <p>Through ‘Belong: Inclusive Arts Experiences for Children and Youth Program,’ the LAC proposed to meet a proven need for free, quality arts programming experiences. The program is targeted for children and youth from low-income and newcomer families, in areas of London where these experiences have been less accessible. The Program encourages peer-to-peer creative social interactions, young adult with adult role model opportunities, and mentor to mentee relationships.</p> <p>The arts \ experiences will encompass culturally diverse art practices, forms, and themes including social justice, environment and sustainability, social inclusion, exploration, experimentation, and self-reflection. Participants will explore a variety of artistic techniques and processes throughout the duration of the program.</p>	<p><b>Areas of Focus:</b> Investing in People; Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b> Educational Attainment; Income; Mental Health; Physical Health; Arts, Culture and Tourism; Employment; Labour Market Participation; Talent</p> <p><b>Funding:</b> \$411,356</p>	<p>In November 2022, a public call and application package for mentors and mentees were disseminated through the LAC website and social media. In January 2023, each application was carefully examined based on the established guidelines and criteria, and short-listed candidates were invited to interview sessions with LAC staff. After the completion of candidate reference checks, 5 mentors were subcontracted (for a full year) and 10 mentees were selected (for eight months) to participate in the Belong program. Based on their experience, skills, qualifications, and development goals, LAC paired mentors and mentees to establish five 5 mentor-mentee groups.</p> <p>The (spring) sessions commenced the week of March 20, 2023. Attendance for the first week of sessions was approximately 10 – 15 participants per site. The weekly sessions will conclude in the middle of June 2023. The summer sessions (bi-weekly) will begin in early July and conclude in late August. The fall sessions are expected to start in mid-September.</p> <p>The second cohort of ten mentees has also been selected. In May, they will be matched up with a mentor and begin project planning.</p>	<p>In Progress</p>

**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>Argyle Business Improvement Association (Argyle BIA) (Argyle BIA Currency Pilot Program)</b>                      The Argyle BIA proposes to pilot the Argyle Currency Pilot Program in the Fall of 2022. Creating Argyle Currency (a gift card program) builds off the success of the London Tourism Visa Gift Card program and will develop a “made in community” economic and social support system. This currency system will increase local spending to assist businesses with recovering from the past hardships of COVID and mitigate the current and future impacts of construction projects.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Business Health;                      Community Belonging;                      Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$27,573</p>	<p>The program was launched in April 2023. The Argyle BIA secured staffing to assist in the outreach component of this project who will be trained by the Miconex team. The marketing of this program is underway and has been designed in collaboration with the Creative and Communicators Director of the Argyle BIA. Several BIA members and leaders in the community joined the Argyle BIA in celebrating the launch of this new program at the office. A virtual launch occurred on social media. The program was well-received by businesses with 20 signing up prior to launch and several people entering the launch giveaway. Currently, the staff are still promoting the program and working on onboarding more businesses. Additional information about the project will be available by the end of 2023.</p>	<p>Completed</p>
<p><b>London Public Library (Central Branch) (London Public Library Reading Garden Access from Dundas Place Flex Street)</b>                      The Library’s Reading Garden sits on the Eastern side of the Library and is beloved by its patrons. The Library is seeking to provide access to the Reading Garden directly from the Dundas Place Flex Street by addressing the grading issue and installing a new secure fence with a lockable gate. This effort is part of a larger strategic approach of bringing the Flex Street into the Library space.</p>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Mental Health; Physical Health; Arts, Culture and Tourism; Business Health; Community Belonging, Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$250,000</p>	<p>The Library is currently engaged with a landscape architect and is close to finalizing a design concept. Once finalized, the Library will begin the procurement process to identify a firm to carry out construction, with the identification of a firm to be completed by the Summer of 2023.</p>	<p>In Progress</p>



**Table B1: Council Funded LCRN Initiatives**

Organization / Project Description	LCRN Framework Alignment and Funding	Community Recovery Impact	Status
<p><b>TechAlliance of Southwestern Ontario (London Innovation Challenge)</b>                      The next evolution of the London Innovation Challenge will comprise of two challenges, addressing the unique needs of delivering prosperity for our local creative industries of music, film, media arts, and digital gaming. Inspiring local, creative innovators to solve for the specific technology gaps and develop new products to help bolster our creative industries. Innovators will bring forward solutions to impact other businesses, organizations, and citizens, creating job stability and overall community resiliency.</p>	<p><b>Areas of Focus:</b>                      Investing in People;                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Income; Arts, Culture and Tourism; Business Health; Employment; Labour Market Participation; Talent Recruitment and Retention; Immigration and Migration</p> <p><b>Funding:</b>                      \$280,000</p>	<p>The London Innovation Challenge #3 – Bolster Creative Industries, was launched on October 25, 2022, with a goal of innovators submitting ideas which use technology to inspire innovation and provide access to resources that facilitate growth within the local creative industries. The adjudicators for the challenge represented the creative industries and innovators of the Forest City. Two London companies were awarded \$40,000 each to address areas for growth in the creative industries in the city – through resources, access, and technological advancement.</p> <p>More information on 2022 recipients can be found here:  <a href="https://techalliance.ca/londoninnovationchallenge/">https://techalliance.ca/londoninnovationchallenge/</a></p>	<p>In Progress</p>
<p><b>TechAlliance of Southwestern Ontario (London Tech Talent Growth)</b>                      London Tech Talent Growth is an overarching plan focusing on the growth and retention of tech talent in London. The plan rests on three pillars: fostering emerging student talent; connecting internationally trained job seekers; and, enabling local and migrant job seekers while supporting employers. To enable this TechAlliance will create pathways for London’s economic prosperity and the growth of its tech talent through funding for experiences such as Tech Connect, Tech Talent Exchange, and The Rebuild Roster.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Business Health; Community Belonging; Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$180,000</p>	<p><b>TechConnect:</b> TechConnect was held in-person on October 3, 2022, at TechAlliance in downtown London, attracting almost 100 registrants.</p> <p><b>Tech Talent Exchange:</b> TTX Western was held in-person on February 2, 2023, at Western University in partnership with main campus Career Services, Huron University College, Kings University College, Brescia University College and Ivey Business School, hosting 90 students seeking summer and full-time employment with 19 companies registered. TTX Fanshawe was held in-person on March 28, 2023, hosting 238 students and 15 companies.</p> <p><b>Rebuild Roster:</b> Through a competitive RFP, TechAlliance selected local business tbk Creative to redesign the user experience for The Roster, including greater alignment to TechAlliance’s Job Board. The new Roster will officially launch in the summer alongside TechAlliance’s refreshed website. In the meantime, active marketing and upkeep of the existing platform is being maintained, with 68 active job seekers on The Roster.</p>	<p>In Progress</p>

**Table B2: Projects Funded Through the LCRN Readiness Fund**

Organization / Project Description	LCRN Area(s) of Focus / Indicator(s)	Community Recovery Impact	Status
<p><b>Old East Village BIA (Only in OEV Friday!)</b>                      The 'OEV Friday!' event is to include public activations along Dundas between Adelaide and Rectory, live music, art, as well as a variety of opportunities for area businesses to participate with their own activities - such as sales, sidewalk sales, in-store entertainment etc. The desired effect of an event such as this promoted by the OEV BIA, and corridor businesses is to bring feet back to the street of Dundas in OEV through events and activities that would be engaging for all ages and interests.</p>	<p><b>Areas of Focus:</b> Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b> Arts, Culture, and Tourism; Business Health; Community Belonging; Community Engagement and Social Isolation; Crime and Safety</p> <p><b>Funding:</b> \$5,000</p>	<p>The family friendly event took place on June 10, 2022. The OEV BIA hired artists, services, and musicians directly from the community who were significantly affected by the pandemic. The BIA utilized a personalized promotional approach with the surrounding walkable neighbourhoods to bring the public back to Dundas St. and reconnect with the business community and other residents.</p> <ul style="list-style-type: none"> <li>• 17 OEV businesses participated directly in the event by hosting live music, event specific food offerings, sidewalk sales and Culture venue tours etc.</li> <li>• Over 200 attendees at the Bike Rodeo from across London.</li> <li>• Attendees remained in the village and circulated to other area activations, including the installations of two large scale permanent murals on Dundas St.</li> </ul> <p>The BIA executed 5 x \$1000 Construction Dollar giveaways throughout the event which drew additional attendees to the event to encourage spending in the area.</p>	Completed
<p><b>London Chamber of Commerce (The Benefits of Inclusive Economy Approaches for London's Business Community: Inclusive Economy Education Program)</b>                      The London Chamber of Commerce and Inclusive Economy London (IEL) and Region, with in-kind support from the Canadian Centre for Policy Alternatives, proposes to create user-friendly educational material for the business community so they can learn more about the Inclusive Economy London and Region vision, their potential role in bringing that vision to life, and the potential benefits that local businesses can reap by engaging in one or more of these initiatives. IEL proposes two outputs as part of this project: (1) The creation of a user-friendly educational presentation; (2) Hosting an educational briefing session for members of the London business community.</p>	<p><b>Areas of Focus:</b> Investing in People; Driving Prosperity</p> <p><b>Recovery Indicators:</b> Educational Attainment; Income; Business Health; Labour Market Participation</p> <p><b>Funding:</b> \$4,500</p>	<p>The London Chamber of Commerce and Inclusive Economy London (IEL) and Region, with in-kind support from the Canadian Centre for Policy Alternatives, developed user-friendly educational material for the business community so they can learn more about business opportunities in the inclusive economy and how they can position themselves to be considered as suppliers and service providers for anchor institutions.</p> <p>The in-person education session was also recorded and is hosted on the London Chamber of Commerce website so that it may be accessed by any business owners looking to understand the benefits of the Inclusive Economy London action tables.</p> <p>The full presentation may be accessed here: <a href="https://www.youtube.com/watch?v=nGPZUK-N77k">https://www.youtube.com/watch?v=nGPZUK-N77k</a></p>	Completed

**Table B2: Projects Funded Through the LCRN Readiness Fund**

Organization / Project Description	LCRN Area(s) of Focus / Indicator(s)	Community Recovery Impact	Status
<p><b>London Community Foundation (LCF) (London Vital Signs Data Hub)</b>                      The London Vital Signs Data Hub project aims to build on the London Community Foundation’s Vital Signs report - an annual check-up on the state of the community. This would be done by creating an open data resource for the entire community. Using the United Nations Sustainable Development Goals as a framework, the London Vital Signs Data Hub (LDH) is to display indicators related to well-being and quality of life in the London and Middlesex Region. Data is to include federal census level data as well as program-based data from local agencies who LCF will create data sharing agreements with. As our community emerges from the pandemic, this data hub is intended be a resource for community members, local organizations, and government to ensure a strong, inclusive, just, and equitable recovery.</p>	<p><b>Areas of Focus:</b>                      Investing in People; Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b>                      Domestic Violence; Food Security; Housing Affordability and Availability; Racism and Oppression</p> <p><b>Funding:</b>                      \$5,000</p>	<p>The LCF began critical work to advance the progress of this initiative. To date, the project team has established a list of potential data partners and started outreach to community agencies to gather data.</p> <ul style="list-style-type: none"> <li>• 50 local non-profit organizations in the London Middlesex Region have agreed to contribute data.</li> <li>• Received census data from partners, Community Foundations of Canada, and International Institute for Sustainable Development (IISD) has been uploaded to the hub,</li> <li>• The data in the hub has been made more user friendly, accessible, and understandable.</li> <li>• The next step is to complete a deep dive analysis of this data to examine trends between different demographic groups (newcomer, Indigenous Peoples, and general population).</li> </ul> <p>The data hub is publicly available at <a href="http://www.bethechangelondon.ca/data-hub">www.bethechangelondon.ca/data-hub</a>.</p>	<p>In Progress</p>
<p><b>Boys and Girls Club (BGC) of London (Cameras for Kids)</b>                      Over the last couple years, the Covid-19 pandemic has had a tremendous impact on youth. The Digital Creative Arts Centre of the Boys and Girls Club of London intends to document stories in the words of students, their pandemic experiences, their reflections on whether life will ever return to pre-pandemic conditions, what “recovery” means, and the resilience they showed. The students will document how they have adapted and/or what the challenges have been and what it took to overcome the challenges of the pandemic. This is intended to be a record to be shared not only with our community but Canadians generally and can also be a curated exhibition at Museum London, McIntosh Gallery, the London Public Library, or other such preservation and display institutions.</p>	<p><b>Areas of Focus:</b>                      Investing in People; Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b>                      Educational Attainment; Immigration and Migration; Community Belonging; Anti-Racism and Anti-Oppression; Mental Health; Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$5,000</p>	<p>Six London high school students in cooperative education at the Digital Creative Arts Centre were trained in, camera operations, framing, lighting, shot composition, interview techniques and editing. The students ( who came from HB Beal, Westminster, Oakridge, and Banting) interviewed 16 high school students to tell the story of the last 2.5 years. Students interviewed were from HB Beal, Westminster, Oakridge, Banting, CCH, RMC, South CI, and Monsignor Breyer.</p> <p>Cameras for Kids – ‘Life in Lockdown - Recollections from The Covid Cohort’, presents the stories of 16 high school students and how the pandemic impacted them. How have they adapted and adjusted to the new regulations, rules, and life during the pandemic? How have students been able to move forward even as the pandemic continues to linger and affect society?</p> <p>The vide can be accessed here: <a href="https://www.youtube.com/watch?v=-cqp2it5Ag0">https://www.youtube.com/watch?v=-cqp2it5Ag0</a>.</p>	<p>Completed</p>

**Table B2: Projects Funded Through the LCRN Readiness Fund**

Organization / Project Description	LCRN Area(s) of Focus / Indicator(s)	Community Recovery Impact	Status
<p><b>Argyle BIA (Recovering Community Well-Being in Argyle)</b>                      The Recovering Community Well-Being in Argyle initiative is a response to BIA members and key community groups who requested a discussion forum to address community's well-being concerns (such as: increase in public drug use, the safety of their staff and their mental health, shop lifting, and vandalism). Two meetings will be scheduled to discuss how to recover the sense of safety and well-being in the community. One specific to the BIA members and another for community organizations, such as the service clubs, library, and community association. From these discussions, the Argyle BIA and other organizations will be better informed on the direction of their future programs.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Business Health; Crime and Safety; Community Belonging</p> <p><b>Funding:</b>                      \$1,345</p>	<p>The Argyle BIA hosted its first meeting with BIA members, then Deputy Mayor (Josh Morgan), and the Police Chief on September 20th, 2022, at the East London library branch, with 40 people in attendance.</p> <p>The BIA facilitated an open discussion on the well-being of the community, as well as security and safety related concerns. Community leaders and the members were provided with some guidance on how to respond in these situations. Opportunities were identified that will assist in promoting safety in the future. For example, the BIA will be setting up a Community Well-Being taskforce in 2023 to create initiatives that will promote safety in the community i.e., Dundas Street clean-up, landscape design, etc. On November 17th, 2022, the second Community Well-Being event took place at the East Lions Community Centre.</p>	<p>Completed</p>
<p><b>OEV Cares (Christmas Luncheon and Winter Outreach Program)</b>                      On December 19, 2022 "OEV Cares" will be hosting a festive meal for London's most economically vulnerable and those who are living rough. OEV Cares will be providing a festive meal, lots of snacks, Christmas treat bags, blankets, socks, hats, mittens, and personal care items for their guests. OEV Cares is hoping to serve between 250 and 300 guests that day, as this will perhaps be the only Christmas celebration that the guests will have this holiday season. The goal is to provide the most vulnerable with a hearty meal, as well as winter gear to help protect them during the cold winter nights.</p>	<p><b>Areas of Focus:</b>                      Investing in People;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Food Security;                      Homelessness; Mental Health; Physical Health;                      Community Belonging</p> <p><b>Funding:</b>                      \$5,000</p>	<p>On December 19, 2022 "OEV Cares" hosted its third annual Christmas luncheon, which included hot meals, lots of snacks, treats, entertainment, winter gear and personal care items. It was the first indoor event, as the pandemic only allowed for takeout meals over the past two years. The event was one of the busiest luncheons ever held in the recent history of St. Joseph's Hospitality Center. Additionally, the London Police Association provided "OEV Cares" with a \$1,000 donation.</p> <p>In total, "OEV Cares" served 280 meals and provided 30 takeout meals.</p>	<p>Completed</p>

**Table B2: Projects Funded Through the LCRN Readiness Fund**

Organization / Project Description	LCRN Area(s) of Focus / Indicator(s)	Community Recovery Impact	Status
<p><b>The Small Business Centre (Immigrant Entrepreneurship: Outreach and Awareness)</b>            By building relationships with the organizations that serve immigrants and London’s entrepreneurial support network, SBC will reach three target groups:</p> <ul style="list-style-type: none"> <li>• Staff who work directly with immigrants;</li> <li>• Individuals who are committed to launching a business and seeking assistance; and,</li> <li>• Individuals who are exploring work options</li> </ul> <p>SBC’s outreach will not go beyond starting a business, it will be exploratory in nature and introduce the concept of self-employment as an entry point into the labour market. Each of the 5 collaboratively developed workshops will be approximately 3 hours in duration, providing a high-level overview of the considerations and steps involved in launching a business. Following the presentations, participants will be able to book individual consultations.</p>	<p><b>Areas of Focus:</b>            Investing in People; Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b>            Income; Employment; Labour Market Participation; Community Belonging</p> <p><b>Funding:</b>            \$5,000</p>	<p>Five workshops about “Starting a Business in London/Canada” have been scheduled. One with each of the following organizations: the YMCA, LUSO, Northwest London Resource Centre, South London Neighborhood Community Centre, and WIL Employment. Offered in various parts of the City, one per month over five months.</p> <ul style="list-style-type: none"> <li>• The first session was offered in March 2023 and had 25 attendees.</li> <li>• The second session was the only session offered online. The session was delivered with LUSO, 133 people attended and it was live translated into 7 languages.</li> </ul> <p>The third session was scheduled for May 18, 2023 at the Northwest Community Resource Centre.</p>	<p>In Progress</p>
<p><b>Elgin Middlesex Oxford Workforce Planning and Development Board (The development of an Arts, Music, and Culture Job Opportunities Dashboard for the London Economic Region)</b>            The WPDB is proposing to develop a Job Opportunities Dashboard to raise the visibility of local job opportunities for the arts, music and culture sector in London and area. The growth of London’s creative workforce will be enhanced if creative professionals can more easily locate suitable job opportunities. A dashboard containing various reporting widgets will summarize the job posting activity for the Arts, Music and Culture in London and area by various parameters such as time, geography, occupation or industry group, income, or other relevant categories. Finally, the dashboard and the selective display of job postings for Arts, Music and Culture will be integrated on a distinct page on the WPDB website.</p>	<p><b>Areas of Focus:</b>            Driving Prosperity;</p> <p><b>Recovery Indicators:</b>            Employment; Labour Market Participation; Arts, Culture, and Tourism; Talent Recruitment and Retention</p> <p><b>Funding:</b>            \$5,000</p>	<p>In March 2023, EMOWPDB informed Elev8, the web developer of the Local Jobs Hub- job posting board - about the occupations that are to be captured by the Arts, Music and Culture selection filter and reporting dashboard:</p> <ul style="list-style-type: none"> <li>• Various alternative job titles and key words associated with occupations in the Music, Arts and Culture subsector have been tested to improve the accuracy of the job selection tool.</li> <li>• Elev8 consolidated its tagging algorithms and reporting dashboard in early April 2023.</li> <li>• Currently, the job filtering tool and its reporting dashboard are fine-tuned to improve their accuracy.</li> </ul> <p>The Music, Arts and Culture jobs’ filter and its reporting dashboard can be accessed here: <a href="https://workforcedevelopment.ca/music-arts-culture-dashboard/">https://workforcedevelopment.ca/music-arts-culture-dashboard/</a>. User web analytics are collected for the job filter and its reporting dashboard.</p>	<p>In Progress</p>

**Table B2: Projects Funded Through the LCRN Readiness Fund**

Organization / Project Description	LCRN Area(s) of Focus / Indicator(s)	Community Recovery Impact	Status
<p><b>London Chamber of Commerce (Community Outlook: A Conversation with our Anchor Institutions)</b>                      The London Chamber of Commerce will be hosting an event entitled Community Outlook: A Conversation with our Anchor Institutions. City Manager Lynne Livingston giving the keynote address as well as all four CEOs of Fanshawe, Western, LHSC and SJHC. The Chamber has invited a Chief Economist from one of the Major Banks to moderate a roundtable.</p> <p>Funding through LCRN would allow the Chamber to make this a free event not only for Chamber members, but for any member of the community interested about learning about these issues.</p>	<p><b>Areas of Focus:</b>                      Driving Prosperity;                      Fostering Community</p> <p><b>Recovery Indicators:</b>                      Business Health; Talent Recruitment and Retention; Anti-Racism and Anti-Oppression; Climate Change and Environmental Sustainability; Community Belonging; Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$5,000</p>	<p>On May 3rd, 2023, the London Chamber of Commerce hosted an event at the Wolf Performance Hall, entitled 'Community Outlook: A Conversation with our Anchor Institutions':</p> <ul style="list-style-type: none"> <li>• The event had over 200 attendees</li> <li>• There was also a panel discussion comprised of CEOs from Fanshawe College, Western University, London Health Sciences Centre, and St. Joseph's Health Care London, who spoke with City Manager Lynne Livingstone about their visions for the future of London.</li> </ul> <p>The five panelists provided insight into how their institutions aligned with the strategic plan. Topics of discussion included the economic and social impact of the anchor institutions, examples where they are collaborating with each other, and the broader business community.</p> <p>Link to discussion: <a href="https://www.youtube.com/watch?v=srKSyDwvFrc">https://www.youtube.com/watch?v=srKSyDwvFrc</a></p>	<p>Completed</p>
<p><b>TAP Centre for Creativity (Unscripted: The Music Series)</b>                      Unscripted: The Music Series is a musical series to support recovery and revenue streams for both performers and businesses in London. This series would achieve community engagement and support and would contribute to the revitalization of the downtown core by providing a space for musicians to perform and engage in dialogue with audiences. TAP would feature local and international talent at various stages in their careers in this series.</p>	<p><b>Areas of Focus:</b>                      Investing in People; Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b>                      Arts, Culture and Tourism; Anti-Racism and Anti-Oppression; Community Belonging; Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$5,000</p>	<p>TAP Centre for Creativity will host a pay what you will event with musical performers: hackedepicciotto (Berlin, Germany) on July 22, 2023. The event will include a discussion about the ways art and music could help rebuild a city and will include a Q&amp;A featuring hackedepicciotto members Danielle de Picciotto (Co-Founder of the Berlin, Love Parade, &amp; a prominent art/music event organizer before and after the Berlin Wall fell), and Alexander Hacke (original member/bass player and musical director of Einstürzende Neubauten). The Q&amp;A will be led by Richard Moule: Radio Western host of the weekly experimental radio show: Beyond the Beyond &amp; Professor of writing and communications as well as music history at Fanshawe College. [NOTE: This is event is part 1 in a 6-part series.TAP Centre for Creativity also successfully submitted a music series grant application to the Ontario Arts Council.</p>	<p>In Progress</p>

**Table B2: Projects Funded Through the LCRN Readiness Fund**

Organization / Project Description	LCRN Area(s) of Focus / Indicator(s)	Community Recovery Impact	Status
<p><b>OEV Cares (LAC) (OEV Cares Easter Luncheon)</b>            OEV Cares will be hosting an Easter luncheon on April 6, 2023, for our city’s most vulnerable citizens. OEV Cares will be providing a warm holiday meal, snacks, treats and important personal care items to needy Londoners. The event will take place at the St. Joseph’s Hospitality Center Café from noon to 1:30 pm. OEV Cares believes that the luncheon will provide guests with a sense of belonging and togetherness as they come together and enjoy a holiday meal without the pandemic restrictions in place. Dedicated volunteers will welcome all visitors with care and attention, regardless of their circumstance.</p>	<p><b>Areas of Focus:</b>            Investing in People; Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b>            Mental health; Community Belonging; Community Engagement and Social Isolation</p> <p><b>Funding:</b>            \$5,000</p>	<p>On April 6, 2023, "OEV Cares" hosted an Easter luncheon at the St. Joseph's Hospitality Center Café:</p> <ul style="list-style-type: none"> <li>• The guests received a festive meal, snacks, treats, and personal care items.</li> <li>• It was the first Easter event indoors, as all the previous gatherings were held outdoors due to the pandemic.</li> <li>• The London Police Association provided OEV Cares with a \$1,000 donation.</li> <li>• It was the busiest event that has been held at the cafe to date in 2023</li> </ul> <p>In total, OEV Cares served 237 sit down meals and 42 takeout lunches for a total of 279 meals.</p>	<p>Completed</p>
<p><b>Boys and Girls Club London: Digital Creative Arts Centre (Isolated &amp; Homebound)</b>            The Isolated &amp; Homebound documentary will be a deep dive into the reality of seniors in our community during and after the COVID-19 pandemic. It will educate the general public about the pandemic’s impact on seniors in our community. Through the voices of 12 seniors from the Horton Street Seniors Centre, we reveal the impact of the pandemic and what we can do as a community do to help them get back to normal.</p> <p>This will be a legacy piece, which will also provide a measuring stick as to how well our seniors have coped during the pandemic. These stories will act as a bridge to understanding, acceptance, and growth as a community. This will benefit the students as they learn the technical aspects of documentary making, and it also serves to create understanding.</p>	<p><b>Areas of Focus:</b>            Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b>            Community Belonging; Community Engagement and Social Isolation; Anti-Racism and Anti-Oppression; Housing Affordability and Availability</p> <p><b>Funding:</b>            \$5,000</p>	<p>Through the months of February and March (2023), the Boys and Girls Club London: Digital Creative Arts Centre project lead has trained the students that will be participating in the project in camera use, framing, and lighting.</p> <p>Through March and April, the selected students were trained in interview techniques, and have also conducted mock interviews.</p> <p>The Boys and Girls Club London: Digital Creative Arts Centre project lead started scheduling interviews with the senior participants, and as of April 17, 2023, 6 interviews have been conducted. Additionally, the students –with the assistance of the project lead—have started a draft edit script.</p>	<p>In Progress</p>

**Table B2: Projects Funded Through the LCRN Readiness Fund**

Organization / Project Description	LCRN Area(s) of Focus / Indicator(s)	Community Recovery Impact	Status
<p><b>Forest City London Music Awards (Back to the Block Party)</b>                      The Back to The Block Party will be an open air, street concert at Dundas Place. Forest City London Music Awards (not-for-profit) will create a welcoming and free experience for Londoners by featuring a music concert, including food vendors, and encouraging business owners to participate with the Bloc Party. As a kickoff to London Music Week, we have put Covid-19 in the past and brought musicians and audiences back to the core area.</p>	<p><b>Areas of Focus:</b>                      Investing in People; Driving Prosperity; Fostering Community</p> <p><b>Recovery Indicators:</b>                      Arts, Culture, and Tourism; Business Health; Community Belonging; Community Engagement and Social Isolation</p> <p><b>Funding:</b>                      \$5,000</p>	<p>Through the months of March and April (2023), the Forest City London Music Awards (not-for-profit) identified a production company: London Music Hall Productions Inc., as well as most of the performers.</p> <p>The organization began its outreach to retailers to arrange for street participation and engagement during the event.</p> <p>In consultation with Dundas Place, the event footprint has been established and arrangements have been made for street furniture.</p>	<p>In Progress</p>



## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Cheryl Smith, Deputy City Manager, Neighbourhood and  
Community-Wide Services

**Subject:** London Community Grants Program Innovation and Capital  
Funding Allocations (2023)

**Date:** June 20, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the report dated June 20, 2023, titled “London Community Grants Program Innovation and Capital Funding Allocations (2023)”, **BE RECEIVED** for information.

## Executive Summary

This report presents the 2023 allocations for the Innovation and Capital granting stream of the London Community Grants Program. It outlines the total number of applications received, promotional and awareness efforts, and an overview of the applications supported by the Community Review Panel for funding.

## Linkage to the Corporate Strategic Plan

The London Community Grants Program (LCGP) is aligned with the strategic area of focus Wellbeing and Safety, as presented in the City of London Strategic Plan 2023 - 2027.

- Outcome: London is an affordable and supportive community for individuals and families.
- Expected Result: Londoners have access to quality, affordable, and timely services.
- Strategy: Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- [London Community Grants Program Innovation and Capital Funding Allocations \(2022\) \(July 27, 2022\)](#)
- [London Community Grants Program Innovation and Capital Funding Allocations \(2021\) \(June 23, 2021\)](#)
- [London Community Grants Program Policy Update \(January 26, 2021\)](#)
- [London Community Grants Program Allocations \(November 25, 2019\)](#)
- [London Community Grants Policy Update \(April 8, 2019\)](#)
- [London Community Grants Program: 2017 Annual Report & 2018 Innovation and Capital Stream Outcomes and Sustainability Plans \(March 26, 2018\)](#)
- [London Community Grants Program Innovation & Capital Funding Allocations \(2019\) \(September 17, 2018\)](#)
- [London Community Grants Program Innovation & Capital Funding Allocations \(2018\) \(September 18, 2017\)](#)

## 2.0 Discussion and Considerations

### 2.1 Background and Purpose

The London Community Grants Program (LCGP) provides funding for programs and initiatives that align with the City of London's Strategic Plan or through Council-directed emerging priorities.

The purpose of this report is to:

- provide Council with the 2023 allocations for the Innovation & Capital stream of the London Community Grants Program;
- recognize the contributions of the London Community Grants Program Community Review Panel members; and,
- outline next steps.

In March 2023, the application process for the annual Innovation and Capital Stream of the LCGP was launched. This stream provides \$495,954 to London based not-for-profit organizations and groups.

The open call for applications was promoted through community networks, media, and notifications to previous applicants. Civic Administration offered four information sessions and provided one-to-one support for organizations as needed.

A total of 60 applications (38 Innovation and 22 Capital) were received, with requests totalling more than \$4.3M. The Community Review Panel supported funding 13 of the applications received, 11 Innovation and two Capital. The Community Review Panel assessed these applications based on the 2019 – 2023 Strategic Plan strategic areas of focus as the application process opened prior to the approval of the City of London's new Strategic Plan (2023 – 2027).

Of the 13 projects supported by the Community Review Panel for 2023 Innovation and Capital stream funding:

- 95.6% of the total budget was allocated toward projects that the Community Review Panel agreed advance anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion, and equity; and,
- Six of the 13 funded recipients had not been previously funded through the LCGP.

See [Appendix A](#) for allocation details.

The London Community Grants Program has been supported by local volunteers who have dedicated their time and expertise to review grant applications from organizations across the community. Through four funding cycles, one multi-year (2020 - 2023) cycle and four rounds of Innovation and Capital (annually), the members of the Community Review Panel have reviewed 229 grant applications totaling more than \$43 million in requests.

These Londoners have devoted a significant amount of their personal time to evaluate applications, assess the impact of each application on the community, and make funding decisions with the goal of advancing projects that align with the City of London's Strategic Plan. Through the Community Review Panel's collective decisions, each member has contributed to a lasting impact on our community and have allocated over \$11.2 million to not-for-profit organizations in London since 2020.

Civic Administration would like to recognize the time and commitment of the individuals listed in the table below:

Community members	<p><b>Ahad Al</b> Executive Leader – Grant Writer, PolyAnalytik Inc.</p> <p><b>Erika Juhasz</b> Nursing Student, Western University</p> <p><b>Qurratulain (Annie) Malik</b> Social Work Student, Western University</p>
Subject Matter Expert. Strategic Area of Focus or Council directed emerging priorities.	<p><b>Dr. Gaston Mabaya</b> Retired, Not-for-Profit Executive Director, Author</p> <p><b>Andrea Jibb</b> Director of Housing and Healing Services Atlosha Family Healing Services</p> <p><b>George McAuley</b> London District Catholic School Board Anti-Racism Education, Inclusion and Diversity Co-Ordinator Vice Principal, Regina Mundi Catholic College</p> <p><b>James Chan</b> Capital Advisory Services Lead, Social Venture Connexion</p>
Funder	<p><b>Sara Middleton</b> National Director, Community Services Recovery Fund, United Way Centraide Canada</p>
Outcomes measurement expert	<p><b>Dr. Andrew Clark</b> Professor, Fanshawe College, School of Design Owner/Operator Healthy Way Consulting</p>
Financial Expert	<p><b>Kelly Finn (2020 – 2021)</b> Retired, Chartered Professional Accountant</p> <p><b>Gail Devito (2022 – 2023)</b> Retired, Chartered Professional Accountant</p>
City Staff	<p><b>Cheryl Smith (2020)</b> Manager, Neighbourhood Strategic Initiatives and Funding</p> <p><b>Trevor Fowler (2021)</b> Manager, Neighbourhood Strategic Initiatives and Funding</p> <p><b>Kristen Pawelec (2022 -2023)</b> Director, Community Development and Grants</p>

#### 4.0 Next Steps

Civic Administration will work with all successful applicants to create and sign grant agreements for funding to be released as soon as agreements are signed by both parties. Through the formal grant agreement, financial and outcome reporting expectations are clearly outlined.

The 2024 - 2027 Multi-Year Granting Stream will launch in August of 2023. Prior to the launch, Civic Administration will place an open call for community members to join the

Community Review Panel for the next four year round of funding through the London Community Grants Program (2024 - 2027).

Finally, in response to Council's Direction at its meeting held on August 25, 2020, Civic Administration will bring forward recommendations for Council's consideration to remove any barriers that racialized and marginalized groups may face when applying to the London Community Grants Program to the July 19, 2023, Strategic Priorities and Policy Committee.

## **5.0 Financial Impact/Considerations**

Annual funding to support the London Community Grants Program exists in the Neighbourhood and Community-Wide Services base budget. Through the 2020 - 2023 Multi-Year budget process, \$495,954 was allocated annually to the Innovation and Capital Stream.

### **Conclusion**

The London Community Grants Program is an investment in community, providing not-for-profit organizations and groups with opportunities to strengthen neighbourhoods and build the health and well-being of local communities in alignment with the City of London's Strategic Plan and Council-directed emerging priorities.

Civic Administration is committed to ongoing action to reduce barriers and build a more inclusive, responsive, and impactful London Community Grants Program.

**Prepared by:** Janice Walter, Manager, Community Grants

**Submitted by:** Kristen Pawelec, Director, Community Development and Grants

**Recommended by:** Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

## Appendix A

### LONDON COMMUNITY GRANTS PROGRAM 2023 INNOVATION AND CAPITAL FUNDING ALLOCATIONS

#### Legend

Building a Sustainable City (BSC)	Creating a Safe London for Women and Girls (CSL)
Strengthening Our Community (SOC)	Anti-Racism, Anti-Oppression, Equity, and Inclusion Projects (ARAO)
Growing Our Economy (GOE)	

CAPITAL						
Organization / Project Description	BSC	SOC	GOE	CSL	ARAO	Total
<b>Humana Community Services</b> (Access to Education for Vulnerable Youth) <ul style="list-style-type: none"> <li>Funding will support renovations to provide learning space on site at the treatment home. This space will provide access to education as an integral part of treatment plans for children and youth who cannot attend traditional school for a variety of reasons. The classroom will also serve as a meeting and training space and provide opportunities for quiet, one-to-one sessions with workers, families, and youth outside of school hours.</li> </ul>		✓			✓	\$60,794
<b>St. John The Baptist Melkite Catholic Church</b> (Community Facility Improvement) <ul style="list-style-type: none"> <li>Funding will support renovations to increase space for cultural events, activities and program delivery with community partners serving low income and newcomer residents.</li> </ul>		✓			✓	\$38,246
INNOVATION						
<b>Canadian Hearing Services</b> (First Aid and Cardiopulmonary Resuscitation (CPR) Training in American Sign Language (ASL)) <ul style="list-style-type: none"> <li>Funding will support the delivery of First Aid and CPR training to individuals who use ASL as their first language. Training will be delivered by specially trained ASL Deaf certified First Aid instructors. This London program will be the first of its kind in Canada.</li> </ul>		✓			✓	\$8,209

CAPITAL						
Organization / Project Description	BSC	SOC	GOE	CSL	ARAO	Total
<b>Gan-Gani Nursery School of London</b> (Intergenerational Art Program for Seniors) <ul style="list-style-type: none"> <li>Funding will support an intergenerational art program bringing together seniors and pre-school age children from the Gan-Gani daycare. The program will create a sense of community, build relationships and allow the sharing of life experiences through storytelling.</li> </ul>		✓			✓	\$15,000
<b>London Children's Museum</b> (The Limberlost Road Outreach Initiative) <ul style="list-style-type: none"> <li>Funding will support a new partnership with the London Community Chaplaincy and address access barriers for low-income, underserved families through neighbourhood-based delivery. Monthly programs will include hands-on STEAM activities, as well as private visits to the museum location.</li> </ul>		✓			✓	\$27,800
<b>London Community Chaplaincy</b> (Boys Community Connecting and Mentoring Program) <ul style="list-style-type: none"> <li>Funding will support a new partnership with Camp Kee Mo Kee to deliver a youth leadership and mentoring program at both Chaplaincy locations (Southdale and Limberlost). The program will provide activities, mentorship and new opportunities for tween boys who are struggling behaviourally in school and in the communities.</li> </ul>		✓			✓	\$14,500
<b>London Environmental Network</b> (Sustainable Affordable Housing Feasibility and Design) <ul style="list-style-type: none"> <li>Funding will support a feasibility study and design for a carbon-sequestering, sustainable and affordable 4 - 8 unit multi-plex. Working with community partners and education institutions the study and design project will provide a meaningful, leading green building template to be used for affordable student housing and community sustainability initiatives in the future.</li> </ul>	✓					\$21,750
<b>Nokee Kwe</b> (First Employ for Business Reconciliation) <ul style="list-style-type: none"> <li>Funding will support a collaboration with local business and the London Chamber of Commerce to assess the current state of businesses' reconciliation efforts and develop tools and resources to attract and retain Indigenous talent as a means of engaging in community reconciliation. The objective is to increase cultural safety for the Indigenous workforce through improved hiring and workplace practices with the lens of employment services providers.</li> </ul>			✓		✓	\$44,000
<b>Muslim Resource Centre for Social Support &amp; Integration (MRCSSI)</b> (Reclaiming Our Safety: Combating Gendered Islamophobia) <ul style="list-style-type: none"> <li>Funding will support the development a group healing program for Muslim women/girls responding to harms of gendered Islamophobia including creating a space for personal and collective healing, as</li> </ul>				✓	✓	\$80,998

CAPITAL						
Organization / Project Description	BSC	SOC	GOE	CSL	ARAO	Total
well as bystander intervention training specifically addressing Gendered Islamophobia for individuals who are not Muslim women/girls.						
<b>Muslim Wellness Network</b> (Mentorship Program) <ul style="list-style-type: none"> <li>Funding will support the implementation of a mentorship program providing a safe and nurturing environment to access supports and resources for Muslim youth experiencing social, economic and mental health challenges, often faced due to stigma, cultural barriers, and systemic discrimination.</li> </ul>		✓			✓	\$60,000
<b>Now for Tomorrow; A South Sudanese Wellness Network</b> (Youth Programs) <ul style="list-style-type: none"> <li>Funding will support the implementation of a music and dance program for South Sudanese youth providing a positive environment for participants to express themselves, engage in productive activities, celebrate culture, build confidence, and develop a sense of identity through belonging and community.</li> </ul>		✓			✓	\$66,657
<b>Participation House Support Services</b> (London and Area PHSS Social 2.0) <ul style="list-style-type: none"> <li>Funding will support a program for young adults with developmental, medical and complex physical needs to participate in a variety of community activities with support staff based on individual interests and abilities allowing them the opportunity to reach their full potential, build confidence, make friends and foster a sense of community.</li> </ul>		✓			✓	\$30,000
<b>Webridge Community Services</b> (Black Senior's Day Program) <ul style="list-style-type: none"> <li>Funding will support a weekly free adult day program for Black seniors providing supports from Black professionals from various areas of practice including social work, personal support, and nursing allowing seniors to participate in social, health and wellness activities.</li> </ul>		✓			✓	\$28,000

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Lynne Livingstone, City Manager  
**Subject:** Anti-Hate Response Pilot Agreement with Ontario  
Ministry of Citizenship and Multiculturalism  
**Date:** June 20, 2023

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken:

- a) the City of London's Anti-Hate Response Pilot **BE ENDORSED**;
- b) the proposed by-law attached to the staff report dated June 20, 2023, as Appendix "A" **BE INTRODUCED** at the Municipal Council meeting to be held on June 27, 2023, to:
  - i) approve the Ontario Transfer Payment Agreement, attached as Schedule A to the proposed by-law, for the Anti-Hate Pilot Project ("Ontario Transfer Payment Agreement") between His Majesty the King in Right of Ontario, as represented by the Minister of Citizenship and Multiculturalism and The Corporation of the City of London;
  - ii) authorize the Mayor and the City Clerk to execute the Ontario Transfer Payment Agreement approved in paragraph i) above;
  - ii) delegate authority to the City Manager, or their written delegate, to approve and execute further amending agreements to the Ontario Transfer Payment Agreement if they are consistent with the requirements of the Ontario Transfer Payment Agreement approved in paragraph i) above and do not require additional funding or are provided for in the City's current budget and do not increase the indebtedness or contingent liabilities of The Corporation of the City of London;
  - ii) delegate authority to the City Manager, or their written delegate, to undertake all administrative, financial and reporting acts, including signing authority regarding: application forms for funding, budgets, cash flows, other financial reporting including financial claims, and directions, consents and other authorizations as may be required, provided that the monetary amounts do not exceed the maximum amount of the Funds specified in the Ontario Transfer Payment Agreement that are necessary in connection with the Transfer Payment Agreement approved in paragraph i) above;
  - iii) delegate authority to the City Manager, or their written delegate, to make the necessary inquiries of all internal Service Areas and, if appropriate based on those inquiries, to execute the Attestation attached as Appendix "B" from the City of London regarding compliance with the Ontario Human Rights Code as required by the Province for the purposes of the Transfer Payment Agreement; and
- c) the Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this matter.

## Executive Summary

In April 2023, the City of London's Anti-Racism and Anti-Oppression division submitted a proposal for funding to the Ontario Ministry of Citizenship and Multiculturalism. The proposal titled *Working Together to Address Racism, Oppression, and Hate in London* is aligned with the priorities of both the province and the City of London to create inclusive communities, and to identify, address and prevent racism, hate, discrimination, and oppression.

In early May 2023, the City of London was notified that its proposal was successful. Negotiations with the Ministry of Citizenship and Multiculturalism are now complete, and



this report includes the Ontario Transfer Payment Agreement (TPA) and proposed by-law.

## **Linkage to the Corporate Strategic Plan**

The Anti-Hate Response Pilot is aligned with the Strategic Plan under the Reconciliation, Equity, Accessibility, and Inclusion strategic area of focus and supports the following outcome: The City of London is a leader in becoming an equitable and inclusive community, and the Safe London for Women, Girls, and Gender-Diverse and Trans People, and support the following outcome: The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women, and girls, gender-based violence, and sexual violence.

## **Linkage to the London Community Recovery Network**

The Anti-Hate Response Pilot is aligned with London's Community Recovery Framework under the Fostering Community area of focus and supported the anti-racism and anti-oppression indicator.

## **Analysis**

### **1.0 Background Information**

#### **1.1 Previous Reports Related to this Matter**

None.

### **2.0 Discussion and Considerations**

#### **2.1 Purpose**

The purpose of this report is to seek support for the Anti-Hate Pilot Response and recommend approval to enter into a funding agreement with the Government of Ontario for \$500,000 for the period of June 29, 2023, to July 31, 2025.

#### **2.2 Background**

At the Annual General Meeting of the Association of Municipalities of Ontario in August 2022 there was a City of London delegation with the Minister of Citizenship and Multiculturalism, to discuss the need to combat racism, oppression and hate in Ontario. Subsequently, Minister Ford visited the London Muslim Mosque, where Our London Family, killed in an Islamophobic terror attack on June 6, 2021, had been members.

The City of London began developing a plan to address these issues on a community level. The following Anti-Hate Pilot Response Project is a direct result of community engagement recommendations for the City of London to mitigate hate and discrimination.

#### **2.3 Overview of the Project**

Communities across Ontario have been deeply affected by the continued rise in racism, oppression, and hate. To address these issues and ensure a welcoming community for all, Civic Administration proposed a local project to support residents and community members in their journey to creating a more welcoming and inclusive London.

In conjunction with a local anti-hate awareness campaign, the City of London will develop an online portal to host resources, videos, and bystander tips related to anti-racism, anti-oppression, and anti-hate to build capacity and understanding on how to address these issues within the community.

A steering committee will be created and comprised of local community partners who will consult, advise, and assist in the planning, and coordination of these initiatives. The Government of Ontario would be a key partner in this initiative and would have representation on the steering committee. This approach will meet the following objectives:

- Provide Londoners, service providers, and local partners with tangible tools for addressing hate and discrimination located in a centralized place;
- Build capacity for City of London staff, the London & Middlesex Local Immigration Partnership, and other local organizations working in anti-racism, anti-oppression, and anti-hate;
- Increase community education and awareness on issues relating to anti-hate;
- Build an understanding of broader community education opportunities when addressing instances of hate; and,
- Demonstrate the effectiveness of collaboration between orders of government and a wide range of local community leaders and organizations.

The two-pronged approach will include the following initiatives:

**1. Establish an external centralized online portal where resources, videos, and bystander tips related to anti-hate will be hosted and shared.**

- The portal will include a library of existing resources and scalable tools as well as new resources to address any existing gaps; and,
- The portal will be created through collaboration and outreach with relevant community partners and existing initiatives across the community.

**2. Develop a local anti-hate public awareness campaign.**

- The City of London will develop a local anti-hate campaign that will include the use of billboards, social media, print, and online platforms, with the use of consistent messaging and a shared approach;
- The City of London, with the support the Ministry and of a local steering committee, will be responsible for the creation of the promotional materials. Individual dissemination and customization of this material and the associated costs would be the responsibility of each community partner involved;
- The campaign will be promoted across community partners, service providers, and the London & Middlesex Local Immigration Partnership.
- The campaign will include referrals to the external portal, and will increase knowledge, awareness, and education on hate and discrimination as well as countering efforts to address it; and,
- The campaign will effectively address the intersectional identities of those who experience hate, including but not limited to; Indigenous, Black, Muslim, Racialized, 2SLGBTQIA+, those who have disabilities, immigrants and refugees, and other bodies that experience racism and oppression.

A budget of \$500,000 over two years will be required to implement the work. The budget includes the following:

1. Hiring of one staff person to support the initiative;
2. Promotion and communication expenses; and
3. Development and maintenance of an online portal.

## **Financial Impact and Considerations**

The total cost of this initiative will be \$500,000 over two years and will be funded by the Minister of Citizenship and Multiculturalism and therefore there is no financial impact to the City of London. The funding agreement expires July 31, 2025. Payment of \$209,346 will be made to the City of London upon execution of the Agreement and approval by the Province of proof of insurance.

There is a requirement to provide quarterly and interim financial and progress reports. Upon receipt of a satisfactory interim progress report by April 30, 2024, the Province will advance a payment of \$190,654 and upon a satisfactory quarterly report on March 15, 2025, a final payment of \$100,000 will be advanced.

Some clauses allow the Province to terminate the agreement if the necessary appropriation is not received from the Ontario Legislature. There is some risk to the City if expenses have been incurred beyond funds already received from the Province. Civic Administration will attempt to mitigate the risk by maintaining spending within the funding already provided or limiting additional spending until further funding is provided.

The Agreement contains an indemnification provision requiring The Corporation of the City of London to indemnify and hold harmless His Majesty the King in right of Ontario, His ministers, agents, appointees, and employees from and against any Loss and any Proceeding, unless solely caused by the negligence or willful misconduct of the Province. This provision is a mandatory requirement of the Transfer Payment Agreement and exposes the City to risk, but Civic Administration believes it does not outweigh the benefits gained from the funding.

Civic Administration will mitigate risks by using control measures including privacy and accounting assessments, contractual risk transfers, and ensuring adequate insurance is in place.

## Conclusion

The Anti-Hate Response Pilot complements and advances the work of the Corporation in addressing hate and racism and will provide a model for other communities. This pilot project will provide the City of London and community partners with tangible tools and resources for addressing hate and discrimination within our local community. In addition, any feedback gathered throughout this project will provide a path forward to better understand what actions ought to be taken to address hate and discrimination in London and can be a model for other municipalities.

**Prepared by:** Kinga Koltun, Senior Coordinator, Community Engagement – Equity & Inclusion

**Submitted by:** Jill Tansley, Manager, Strategic Programs and Partnerships and Rumina Morris, Director, Anti-Racism and Anti-Oppression

**Recommended by:** Lynne Livingstone, City Manager

cc. Mat Daley, Director, Information Technology Services  
Eliza Bennett, Director, Strategic Communications

Huda Hussein, Project Manager, London & Middlesex Local Immigration Partnership

## APPENDIX A

Bill No.  
2023

By-law No.

A by-law to approve and authorize the execution of the Ontario Transfer Payment Agreement between His Majesty the King in right of the Province of Ontario, as represented by the Minister of Citizenship and Multiculturalism for the Province of Ontario and The Corporation of the City of London for the provision of funding for the Anti-Hate Response Pilot.

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

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

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

AND WHEREAS subsection 10(2) of the *Municipal Act, 2001* provides that a municipality may pass by-laws respecting the financial management of the municipality and the health, safety, and well-being of persons;

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

1. The Ontario Transfer Payment Agreement for the Anti-Hate Pilot Project between His Majesty the King in right of the Province of Ontario, as represented by the Minister of Citizenship and Multiculturalism and The Corporation of the City of London for the provision of funding for the Anti-Hate Response Pilot substantially in the form attached as Schedule "A" to this by-law, is hereby authorized and approved.
2. The Mayor and the City Clerk are hereby authorized to execute the Ontario Transfer Payment Agreement approved in section 1 of this by-law.
3. The City Manager, or their written delegate, is delegated the authority to approve and execute any amending agreements to the Ontario Transfer Payment Agreement if they are consistent with the requirements of the Ontario Transfer Payment Agreement approved in section 1 of this by-law and do not require additional funding or are provided for in the City's current budget and do not increase the indebtedness or contingent liabilities of The Corporation of the City of London.
4. The City Manager, or their written designate, is delegated the authority to undertake all the administrative, financial and reporting acts, including signing authority regarding: application forms for funding, budgets, cash flows, other financial reporting including financial claims, and directions, consents and other authorizations as may be required, provided that the monetary amounts do not exceed the maximum amount of Funds specified in the Ontario Transfer Payment Agreement as approved in section 1 of this by-law.
5. The City Manager, or their written designate, is delegated the authority to undertake the necessary inquiries of all internal Service Areas and, if appropriate based on those inquiries, to execute the Attestation from the City of London regarding compliance with the Ontario Human Rights Code as required by the Province for the purposes of the Transfer Payment Agreement.
6. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on June 27, 2023

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading –  
Second Reading –  
Third Reading –

**APPENDIX B**

**ATTESTATION**

**To:** His Majesty the King in right of Ontario as Represented by the Minister of Citizenship and Multiculturalism (the “Province”)

**From:** The Corporation of the City of London (the “Recipient”)

**Re:** Compliance with the Ontario Human Rights Code

---

**Whereas** the Province is contemplating providing funding to the Recipient for the furtherance of anti-racism-related initiatives;

**And whereas** the Ontario Human Rights Code (the “Code”) prohibits actions that discriminate against people based on the following protected *grounds* in the following protected *social areas*:

<b>Protected Grounds</b>	<b>Protected Social Areas</b>
Age; Ancestry, colour, race; Citizenship; Ethnic origin; Place of origin; Creed; Disability; Family status; Marital status (including single status); Gender identity, gender expression; Receipt of public assistance (in housing only); Record of offences (in employment only).	Accommodation (housing); Contracts; Employment; Goods, services, and facilities; Membership in unions, trade, or professional associations.

**And whereas** the Province wishes to be assured that the Recipient is, in all respects of its operations, complying with the Code;

**Now therefore**, following such internal inquiries as the Recipient’s municipal council (the “Council”) determined by resolution to be appropriate, I hereby certify, for and on behalf of the Council, that:

- (i) to the best of my knowledge and belief, the Recipient complies with the Code; and
- (ii) I am duly authorized by the Council to issue this attestation to the Province.

---

Signature

---

Date

Lynne Livingstone, City Manager  
Print Date of Signature:

c. City Council of London

## Schedule "A"

### ONTARIO TRANSFER PAYMENT AGREEMENT

THE AGREEMENT is effective as of the 29<sup>th</sup> day of June, 2023

#### BETWEEN :

**His Majesty the King in right of Ontario  
as represented by the Minister of Citizenship and  
Multiculturalism**

(the "Province")

- and -

**The Corporation of the City of London**

(the "Recipient")

#### CONSIDERATION

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

#### 1.0 ENTIRE AGREEMENT

1.1 **Schedules to the Agreement.** The following schedules form part of the Agreement:

Schedule "A" - General Terms and Conditions  
Schedule "B" - Project Specific Information and Additional Provisions  
Schedule "C" - Project  
Schedule "D" - Budget  
Schedule "E" - Payment Plan  
Schedule "F" - Reports.

1.2 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

#### 2.0 CONFLICT OR INCONSISTENCY

2.1 **Conflict or Inconsistency.** In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule “A”, the following rules will apply:

- (a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule “A”; and
- (b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule “A”, the Additional Provisions will prevail over the provisions in Schedule “A” to the extent of the inconsistency.

### 3.0 COUNTERPARTS

3.1 **One and the Same Agreement.** The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

### 4.0 AMENDING THE AGREEMENT

4.1 **Amending the Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

### 5.0 ACKNOWLEDGEMENT

5.1 **Acknowledgement.** The Recipient acknowledges that:

- (a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);
- (b) His Majesty the King in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);
- (c) the Funds are:
  - (i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
  - (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);
- (d) the Province is not responsible for carrying out the Project; and



- (e) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

**- SIGNATURE PAGE FOLLOWS -**

The Parties have executed the Agreement on the dates set out below.

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO  
as represented by the Minister of Citizenship and  
Multiculturalism**

June 7, 2023

Date



Name: Parm Bhatthal  
Title: Assistant Deputy Minister  
Anti-Racism Directorate

**The Corporation of the City of London**

Date

Name: Josh Morgan  
Title: Mayor

I have authority to bind the Recipient.

Date

Name: Michael Schulthess  
Title: City Clerk

I have authority to bind the Recipient.

**SCHEDULE "A"**  
**GENERAL TERMS AND CONDITIONS**

---

**A1.0 INTERPRETATION AND DEFINITIONS**

A1.1 **Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

A1.2 **Definitions.** In the Agreement, the following terms will have the following meanings:

**"Additional Provisions"** means the terms and conditions set out in Schedule "B".

**"Agreement"** means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

**"Budget"** means the budget attached to the Agreement as Schedule "D".

**"Business Day"** means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

**"Effective Date"** means the date set out at the top of the Agreement.

**"Event of Default"** has the meaning ascribed to it in section A12.1.

**"Expiry Date"** means the expiry date set out in Schedule "B".

**"Funding Year"** means:

- (a) in the case of the first Funding Year, the period commencing on the

Effective Date and ending on the following March 31; and

- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31 or the Expiry Date, whichever is first.

**“Funds”** means the money the Province provides to the Recipient pursuant to the Agreement.

**“Indemnified Parties”** means His Majesty the King in right of Ontario, and includes His ministers, agents, appointees, and employees.

**“Loss”** means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

**“Maximum Funds”** means the maximum set out in Schedule “B”.

**“Notice”** means any communication given or required to be given pursuant to the Agreement.

**“Notice Period”** means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A12.3(b), and includes any such period or periods of time by which the Province extends that time pursuant to section A12.4.

**“Parties”** means the Province and the Recipient.

**“Party”** means either the Province or the Recipient.

**“Proceeding”** means any action, claim, demand, lawsuit, or other proceeding that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

**“Project”** means the undertaking described in Schedule “C”.

**“Records Review”** means any assessment the Province conducts pursuant to section A7.4.

**“Reports”** means the reports described in Schedule “F”.

## **A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS**

**A2.1 General.** The Recipient represents, warrants, and covenants that:

- (a) it is, and will continue to be, a validly existing legal entity with full power

to fulfill its obligations under the Agreement;

- (b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

**A2.2 Execution of Agreement.** The Recipient represents and warrants that it has:

- (a) the full power and capacity to enter into the Agreement; and
- (b) taken all necessary actions to authorize the execution of the Agreement.

**A2.3 Governance.** The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
- (b) procedures to enable the Recipient's ongoing effective functioning;
- (c) decision-making mechanisms for the Recipient;
- (d) procedures to enable the Recipient to manage Funds prudently and effectively;
- (e) procedures to enable the Recipient to complete the Project successfully;
- (f) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
- (g) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
- (h) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

A2.4 **Supporting Proof.** Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

### A3.0 TERM OF THE AGREEMENT

A3.1 **Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0 or Article A12.0.

### A4.0 FUNDS AND CARRYING OUT THE PROJECT

A4.1 **Funds Provided.** The Province will:

- (a) provide the Recipient with Funds up to the Maximum Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule “E”; and
- (c) deposit the Funds into an account the Recipient designates provided that the account:
  - (i) resides at a Canadian financial institution; and
  - (ii) is in the name of the Recipient.

A4.2 **Limitation on Payment of Funds.** Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof required pursuant to section A10.2;
- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project; and
- (c) the Province may adjust the amount of Funds it provides to the Recipient for any Funding Year based upon the Province’s assessment of the information the Recipient provides to the Province pursuant to section A7.2.
- (d) if, pursuant to the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province is not obligated to make any such payment, and, as a consequence, the Province may:
  - (i) reduce the amount of Funds and, in consultation with the Recipient, change the Project; or

- (ii) terminate the Agreement pursuant to section A12.1.

**A4.3 Use of Funds and Carry Out the Project.** The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;
- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the Budget;
- (d) not use the Funds to cover any cost that has been or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

**A4.4 Interest-Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest-bearing account in the name of the Recipient at a Canadian financial institution.

**A4.5 Interest.** If the Recipient earns any interest on the Funds, the Province may do either or both of the following:

- (a) deduct an amount equal to the interest from any further instalments of Funds;
- (b) demand from the Recipient the payment of an amount equal to the interest.

**A4.6 Rebates, Credits, and Refunds.** The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

## **A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS**

**A5.1 Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will:

- (a) do so through a process that promotes the best value for money; and
- (b) comply with the *Broader Public Sector Accountability Act, 2010* (Ontario), including any procurement directive issued thereunder, to the extent applicable.

A5.2 **Disposal.** The Recipient will not, without the Province’s prior consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as set out in Schedule “B” at the time of purchase.

## **A6.0 CONFLICT OF INTEREST**

A6.1 **Conflict of Interest Includes.** For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient’s decisions, has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient’s objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.2 **No Conflict of Interest.** The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

- (a) the Recipient:
  - (i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest; and
  - (ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;
- (b) the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and
- (c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.

## **A7.0 REPORTS, ACCOUNTING, AND REVIEW**

A7.1 **Province Includes.** For the purposes of sections A7.4, A7.5 and A7.6, “Province” includes any auditor or representative the Province may identify.

A7.2 **Preparation and Submission.** The Recipient will:

- (a) submit to the Province at the address set out in Schedule “B” :
  - (i) all Reports in accordance with the timelines and content



requirements set out in Schedule “F”;

(ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;

(b) ensure that all Reports and other reports are:

(i) completed to the satisfaction of the Province; and

(ii) signed by an authorized signing officer of the Recipient.

**A7.3 Record Maintenance.** The Recipient will keep and maintain for a period of seven years from their creation:

(a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with either international financial reporting standards or generally accepted accounting principles or any comparable accounting standards that apply to the Recipient; and

(b) all non-financial records and documents relating to the Funds or otherwise to the Project.

**A7.4 Records Review.** The Province may, at its own expense, upon twenty-four hours’ Notice to the Recipient and during normal business hours enter upon the Recipient’s premises to conduct an audit or investigation of the Recipient regarding the Recipient’s compliance with the Agreement, including assessing any of the following:

(a) the truth of any of the Recipient’s representations and warranties;

(b) the progress of the Project;

(c) the Recipient’s allocation and expenditure of the Funds.

**A7.5 Inspection and Removal.** For the purposes of any Records Review, the Province may take one or both of the following actions:

(a) inspect and copy any records and documents referred to in section A7.3;

(b) remove any copies the Province makes pursuant to section A7.5(a).

**A7.6 Cooperation.** To assist the Province in respect of its rights provided for in section A7.5, the Recipient will cooperate with the Province by:

(a) ensuring that the Province has access to the records and documents

wherever they are located;

- (b) assisting the Province to copy records and documents;
- (c) providing to the Province, in the form the Province specifies, any information the Province identifies; and
- (d) carrying out any other activities the Province requests.

**A7.7 No Control of Records.** No provision of the Agreement will be construed to give the Province any control whatsoever over any of the Recipient's records.

**A7.8 Auditor General.** The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

## **A8.0 COMMUNICATIONS REQUIREMENTS**

**A8.1 Acknowledge Support.** Unless the Province directs the Recipient to do otherwise, the Recipient will in each of its Project-related publications, whether written, oral, or visual:

- (a) acknowledge the support of the Province for the Project;
- (b) ensure that any acknowledgement is in a form and manner as the Province directs; and
- (c) indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

## **A9.0 INDEMNITY**

**A9.1 Indemnify.** The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the negligence or wilful misconduct of the Indemnified Parties.

## **A10.0 INSURANCE**

**A10.1 Insurance.** The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount set out in Schedule "B" per occurrence, which commercial general liability insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) a 30-day written notice of cancellation.

**A10.2 Proof of Insurance.** The Recipient will:

- (a) provide to the Province, either:
  - (i) certificates of insurance that confirm the insurance coverage required by section A10.1; or
  - (ii) other proof that confirms the insurance coverage required by section A10.1; and
- (b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

**A11.0 TERMINATION ON NOTICE**

**A11.1 Termination on Notice.** The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

**A11.2 Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
  - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and

- (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

### **A11.1.0 TERMINATION WHERE NO APPROPRIATION**

**A11.1.1 Termination Where No Appropriation.** If, as provided for in section A4.2(d), the Province does not receive the necessary appropriation from the Ontario Legislature for any payment the Province is to make pursuant to the Agreement, the Province may terminate the Agreement immediately without liability, penalty, or costs by giving Notice to the Recipient.

**A11.1.2 Consequences of Termination Where No Appropriation.** If the Province terminates the Agreement pursuant to section A11.1.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project and permit the Recipient to offset such costs against the amount owing pursuant to section A11.1.2(b).

**A11.1.3 No Additional Funds.** If, pursuant to section A11.1.2(c), the Province determines that the costs to wind down the Project exceed the Funds remaining in the possession or under the control of the Recipient, the Province will not provide additional Funds to the Recipient.

### **A12.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT**

**A12.1 Events of Default.** Each of the following events will constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
  - (i) carry out the Project;
  - (ii) use or spend Funds; or
  - (iii) provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii);

- (b) the Recipient's operations, its financial condition, its organizational structure or its control changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver;
- (d) the Recipient ceases to operate.

A12.2 **Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel further instalments of Funds;
- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;
- (i) demand from the Recipient the payment of an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Records Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and
- (j) upon giving Notice to the Recipient, terminate the Agreement at any time, including immediately, without liability, penalty or costs to the

Province.

A12.3 **Opportunity to Remedy.** If, pursuant to section A12.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

A12.4 **Recipient not Remediating.** If the Province provides the Recipient with an opportunity to remedy the Event of Default pursuant to section A12.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A12.2(a), (c), (d), (e), (f), (g), (h), (i) and (j).

A12.5 **When Termination Effective.** Termination under Article A12.0 will take effect as provided for in the Notice.

### **A13.0 FUNDS AT THE END OF A FUNDING YEAR**

A13.1 **Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article A12.0, if, by the end of a Funding Year, the Recipient has not spent all of the Funds allocated for that Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds;
- (b) adjust the amount of any further instalments of Funds accordingly.

### **A14.0 FUNDS UPON EXPIRY**

A14.1 **Funds Upon Expiry.** Upon expiry of the Agreement, the Recipient will pay to the Province any Funds remaining in its possession, under its control, or both.

### **A15.0 DEBT DUE AND PAYMENT**

A15.1 **Payment of Overpayment.** If at any time the Province provides Funds in

excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay to the Province an amount equal to the excess Funds.

A15.2 **Debt Due.** If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds, an amount equal to any Funds or any other amounts owing under the Agreement; or
- (b) the Recipient owes to the Province any Funds, an amount equal to any Funds or any other amounts owing under the Agreement, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

A15.3 **Interest Rate.** The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

A15.4 **Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province at the address set out in Schedule "B".

A15.5 **Fails to Pay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, His Majesty the King in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by His Majesty the King in right of Ontario.

## A16.0 NOTICE

A16.1 **Notice in Writing and Addressed.** Notice will be:

- (a) in writing;
- (b) delivered by email, postage-prepaid mail, personal delivery, courier or fax; and
- (c) addressed to the Province or the Recipient as set out in Schedule "B", or

as either Party later designates to the other by Notice.

A16.2 **Notice Given.** Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of fax, one Business Day after the Notice is delivered; and
- (c) in the case of email, personal delivery or courier on the date on which the Notice is delivered.

A16.3 **Postal Disruption.** Despite section A16.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and
- (b) the Party giving Notice will give Notice by email, personal delivery, courier or fax.

#### **A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT**

A17.1 **Consent.** When the Province provides its consent pursuant to the Agreement:

- (a) it will do so by Notice;
- (b) it may attach any terms and conditions to the consent; and
- (c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

#### **A18.0 SEVERABILITY OF PROVISIONS**

A18.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

#### **A19.0 WAIVER**

A19.1 **Waiver Request.** Either Party may, by Notice, ask the other Party to waive an obligation under the Agreement.

A19.2 **Waiver Applies.** If in response to a request made pursuant to section A19.1 a Party consents to a waiver, the waiver will:



- (a) be valid only if the Party that consents to the waiver provides the consent by Notice; and
- (b) apply only to the specific obligation referred to in the waiver.

## **A20.0 INDEPENDENT PARTIES**

A20.1 **Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is or take any actions that could establish or imply such a relationship.

## **A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS**

A21.1 **No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A21.2 **Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on:

- (a) the Recipient's heirs, executors, administrators, successors, and permitted assigns; and
- (b) the successors to His Majesty the King in right of Ontario.

## **A22.0 GOVERNING LAW**

A22.1 **Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

## **A23.0 FURTHER ASSURANCES**

A23.1 **Agreement into Effect.** The Recipient will:

- (a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and
- (b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

## **A24.0 JOINT AND SEVERAL LIABILITY**

A24.1 **Joint and Several Liability.** Where the Recipient comprises more than one entity, each entity will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

## **A25.0 RIGHTS AND REMEDIES CUMULATIVE**

A25.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

## **A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS**

A26.1 **Other Agreements.** If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with His Majesty the King in right of Ontario or one of His agencies (a “**Failure**”);
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

## **A27.0 SURVIVAL**

A27.1 **Survival.** The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.2(d), A4.4, A4.5, A4.6, section A5.2, section A7.1, section A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8, Article A8.0, Article A9.0, section A11.2, sections A11.1.2, A11.1.3, section A12.1, sections A12.2(d), (e), (f), (g), (h), (i) and (j), Article A13.0, Article A14.0, Article A15.0, Article A16.0, Article A18.0, section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

**- END OF GENERAL TERMS AND CONDITIONS -**

**SCHEDULE “B”**  
**PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS**

---

<b>Maximum Funds</b>	\$500,000
<b>Expiry Date</b>	July 31, 2025
<b>Amount for the purposes of section A5.2 (Disposal) of Schedule “A”</b>	\$1,000
<b>Insurance</b>	\$ 2,000,000
<b>Contact information for the purposes of Notice to the Province</b>	<p><b>Position:</b> Ahila Poologaindran, Director, Program and Evaluation, Anti-Racism Directorate</p> <p><b>Address:</b> 1075 Bay St, Toronto ON, M5B 2B2</p> <p><b>Fax:</b> 416 285 2972</p> <p><b>Email:</b> <a href="mailto:ahila.poologaindran@ontario.ca">ahila.poologaindran@ontario.ca</a></p>
<b>Contact information for the purposes of Notice to the Recipient</b>	<p><b>Position:</b> Rumina Morris, Director, Anti-Racism and Anti-Oppression</p> <p><b>Address:</b> 300 Dufferin Avenue, London ON, N6A 4L9</p> <p><b>Fax:</b> 519 661-2354</p> <p><b>Email:</b> rumorris@london.ca</p>
<b>Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement</b>	<p><b>Position:</b> Anna-Lisa Barbon</p> <p><b>Address:</b> 300 Dufferin Avenue, London ON N6A 4L9</p> <p><b>Fax:</b> 519 661-5392</p> <p><b>Email:</b> abarbon@london.ca</p>

1. Section A7.5 of Schedule “A” to the Agreement is hereby deleted and replaced with the following:

**A7.5 Inspection and Removal.** For the purposes of any Records Review, the Province may take one or both of the following actions:

- (a) save and except for documents or their content protected by legal privilege, inspect and copy any records and documents referred to in section A7.3;
- (b) remove any copies the Province makes pursuant to section A7.5(a).

**SCHEDULE “C”  
PROJECT**

---

**PROJECT OVERVIEW – Anti-Hate Response Pilot**

The Recipient will use the Funds for a local project to support residents and community members in London, Ontario with the following two-pronged approach as set out in greater detail in the work plan below under section 1.0 (the “Work Plan”):

1. Establish an external centralized online portal for anti-hate resources; and
2. Develop and deliver a local anti-hate public education and awareness campaign.

The Recipient will work in close consultation with the Province to ensure the project aligns with the Province’s mandate. The Recipient will ensure the Province has an opportunity to provide feedback to the Recipient on activities and requirements as set out in the Work Plan.

**1.0 WORK PLAN**

<b>Activity</b>	<b>Requirement(s)</b>	<b>Timeframe</b>
<p><b>Establish a Steering Committee</b></p> <p>The Recipient will create a local steering committee to spearhead the project and consult, advise and assist on material development as well as planning, coordination and promotion.</p>	<p>The Recipient will establish one local steering committee with up to 13 members.</p> <p>The Recipient will provide the final list of steering committee members to the Province and/or a terms of reference for the steering committee as part of first Quarterly Report (see Schedule “F”).</p> <p>The following community partners will be approached to gauge their interest in being part of the steering committee:</p> <ul style="list-style-type: none"> <li>• London Police Services</li> <li>• Educational institutions and school boards</li> <li>• Non-profit organizations</li> <li>• Ethnocultural groups</li> <li>• Private sector businesses and organizations</li> <li>• London &amp; Middlesex Local</li> </ul>	<p>July 2023 - May 2025</p>

	<p>Immigration Partnership (LMLIP)</p> <ul style="list-style-type: none"> <li>• Réseau en immigration francophone centre-sud-ouest</li> </ul>	
<b>Project Research and Design</b>	<p>Upon the establishment of the steering committee the following actions will be taken:</p> <ol style="list-style-type: none"> <li>1. Recruitment of one full-time staff to implement the project</li> <li>2. Research of best practices for online portals and campaign</li> <li>3. Hiring of the website vendor and marketing company</li> <li>4. Conduct privacy impact assessment</li> </ol>	August 2023 – December 2023
<b>1. Centralized Online Portal</b>		
<p><b>Online Portal Development</b></p> <p>The Recipient will establish an external centralized online portal for anti-hate and anti-racism resources.</p>	<p>The Recipient will create one external centralized online portal with anti-hate resources. The centralized online portal will include a library of at least 20 existing resources and scalable tools, as well as at least 20 new resources to address anti-racism and anti-hate including resources, videos, and bystander tips.</p> <p>The Recipient will collaborate with the following community partners for development of the portal and outreach to promote the portal:</p> <ul style="list-style-type: none"> <li>• London Police Services</li> <li>• London &amp; Middlesex Local Immigration Partnership (LMLIP)</li> <li>• Réseau en immigration francophone centre-sud-ouest</li> <li>• Other community partners to be determined</li> </ul> <p>The Recipient will provide progress updates on the development and promotion of the online portal to the Province as part of the</p>	January 2024 – June 2024

	Quarterly Reports, or as requested by the Province.	
<b>Online Portal Promotion</b>	<p>The Recipient will develop a promotional and information package to be delivered throughout London to promote the online portal. The training package will be sent to at least 13 partner local community organizations.</p> <p>The Recipient will provide a copy of the promotional and information package to the Province prior to disseminating. The Province will provide feedback to the Recipient, if any, by e-mail or meeting.</p>	July 2024 – May 2025
<b>2. Anti-Hate Public Education and Awareness Campaign</b>		
<b>Development of a Public Education and Awareness Campaign</b>	<p>The Recipient will develop the following materials for the public education and awareness campaign:</p> <ul style="list-style-type: none"> <li>• At least 5 billboards</li> <li>• At least 75 social media posts</li> <li>• At least 20 print materials (brochures, posters, flyers, etc.)</li> <li>• one campaign website</li> </ul> <p>The Recipient will provide a copy of all public-facing materials of the campaign and the communications plan to the Province prior to the campaign launch and prior to the release of these materials to the public. The Province will provide feedback to the Recipient, if any, by e-mail or meeting.</p>	– January 2024 – June 2024
<p>The Recipient will develop a local anti-hate public education and awareness campaign.</p> <p>The public education and awareness campaign will raise awareness about the different forms of hate including hate incidents, ways for the public to report hate and supports for bystander intervention.</p> <p>The campaign would also address the intersectional identities of those who experience hate, including but not limited to; Indigenous, Black, Muslim, Jewish, racialized, 2SLGBTQIA+, and newcomers.</p>		
<b>Promotion of Public Education and Awareness Campaign</b>	The campaign will be promoted through a variety of means including social media, print, and billboards.	July 2024 – May 2025



	The campaign will also be promoted by the steering committee members and community partners.	
<p><b>Project Evaluation</b></p> <p>The Recipient will evaluate success of the project through various evaluation tactics including targeted survey, focus groups and/or study.</p> <p>Project evaluation would measure progress towards several indicators, including increased sense of belonging for communities impacted by hate and discrimination, public familiarity with the online portal, public education and awareness campaign and evidence of more positive behaviours towards communities impacted by hate and discrimination.</p>	<p>The Recipient will host at least 10 focus groups to assess public response to</p> <ul style="list-style-type: none"> <li>• Online portal</li> <li>• Public education and awareness campaign</li> </ul> <p>The Recipient will distribute an online survey to at least 100 members of the public and assess public response to</p> <ul style="list-style-type: none"> <li>• Online portal</li> <li>• Public education and awareness campaign</li> </ul> <p>Additional evaluation strategies will also be recommended by the project steering committee. The Recipient will include results of the additional evaluation strategies in the Final Project Report.</p>	January 2025 – May 2025

### 3.0 EXPECTED OUTCOMES AND PERFORMANCE INDICATORS

<b>Outcome #1:</b> Increase education and awareness on anti-hate and anti-racism		
Initiatives	Performance Indicators	Expected Results
Develop and maintain a portal aimed at sharing information and resources related to anti-racism and anti-hate.	<ul style="list-style-type: none"> <li>• # of times website is shared</li> <li>• # of places website is advertised</li> <li>• The quality and relevance of content</li> <li>• Content is accessible, easy to read, and useful</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals, municipalities, community partners and London &amp; Middlesex Local Immigration Partnership (LMLIP) have accessible and digestible information relating to anti-racism and anti-hate</li> <li>• Website visitors have access to a “one-stop shop” for resources, videos, and bystander tips</li> </ul>
Develop a local anti-hate public awareness campaign	<ul style="list-style-type: none"> <li>• A reported increase by community partners in access of resources and supports by/for victims of hate</li> <li>• # of municipalities and LMLIP that have adoption of promotional materials</li> <li>• Analytic measures relating to visits</li> </ul>	<ul style="list-style-type: none"> <li>• Residents are aware of the impacts of racism, hate and discrimination.</li> <li>• A local coordinated and consistent approach to messaging relating to racism, hate and discrimination</li> </ul>

	<p>to the website</p> <ul style="list-style-type: none"> <li>• Website engagement / percentage of click-through on resources</li> <li>• Content is accessible and interactive</li> <li>• Promotional materials are widely distributed in public places, city-facilities, and other high-traffic areas, including in schools, community centres, hospitals, etc.</li> </ul>	
--	--	--

**Outcome #2:** Increase capacity for municipal staff, local immigration partnership, and others working in anti-racism and anti-hate

Initiatives	Performance Indicators	Expected Results
Develop and maintain a portal aimed at sharing information and resources related to anti-racism and anti-hate.	<ul style="list-style-type: none"> <li>• # of times and regions training package is disseminated and delivered</li> <li>• # of places website is advertised</li> <li>• Content is accessible, easy to read, high-quality, relevant and accessible</li> <li>• Ability to deliver training</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals, municipal staff, community partners and the LMLIP have accessible and digestible information relating to anti-racism and anti-hate</li> <li>• Website visitors have access to a “one-stop shop” for resources, videos, and bystander tips</li> </ul>

**Outcome #3:** City of London, residents and local partners have tangible tools for addressing hate and discrimination.

Initiatives	Performance Indicators	Expected Results
Develop and maintain an online portal aimed at sharing information and resources related to anti-racism and anti-hate.	<ul style="list-style-type: none"> <li>• # of times website is shared</li> <li>• # of places website is advertised</li> <li>• The quality and relevance of content</li> <li>• Content is accessible, easy to read, and useful</li> </ul>	<ul style="list-style-type: none"> <li>• Residents, City of London, community partners and the LMLIP have accessible and user-friendly information relating to anti-racism, and anti-hate.</li> <li>• Website visitors have access to a “one-stop shop” for resources, videos, and bystander tips</li> </ul>
Develop a local anti-hate public awareness campaign.	<ul style="list-style-type: none"> <li>• A reported increase by community partners in access of resources and supports by/for victims of hate</li> <li>• Adoption of promotional materials by City of London, community partners, and the LMLIP</li> <li>• Analytic measures relating to visits to the website.</li> <li>• Website engagement / % of click-through on resources</li> </ul>	<ul style="list-style-type: none"> <li>• Residents are aware of the impacts of racism, hate and discrimination.</li> <li>• A local coordinated and consistent approach to messaging relating to racism, hate and discrimination.</li> </ul>

	<ul style="list-style-type: none"><li>• Content is accessible and interactive</li><li>• Promotional materials are widely distributed in public places, city-facilities, and other high-traffic areas, including in schools, community centers, hospitals, etc.</li></ul>	
--	--	--

**SCHEDULE “D”  
BUDGET**

**Overview – Budget**

<b>Funding Source</b>	<b>Year 1 – 2023-24</b>	<b>Year 2 – 2024-25</b>	<b>TOTAL</b>
Province	\$209,346	\$290,654	\$500,000
City of London – In-Kind	\$65,500	\$65,500	\$131,000

**Detailed Breakdown of Budget**

<b>Expenses</b>	<b>Funding Year 1 – 2023-24</b>			<b>Funding Year 2 – 2024-25</b>		
	<b>Province Funds</b>	<b>Other Sources of Funding (In-Kind)</b>	<b>Total</b>	<b>Province Funds</b>	<b>Other Sources of Funding (In-Kind)</b>	<b>Total</b>
<b>Project Expenses</b>						
Salaries, fees and benefits for one FTE.	\$68,000	\$0	\$68,000	\$68,000	\$0	\$68,000
Project supplies	\$2,544	\$0	\$2,544	\$2,544	\$0	\$2,544
Project management	\$0	\$27,500	\$27,500	\$0	\$27,500	\$27,500
<b>Consultant and Professional Expenses</b>						
External audit	\$0	\$0	\$0	\$10,176	\$0	\$10,176
Graphic design	\$5,088	\$10,000	\$15,088	\$5,088	\$10,000	\$15,088
External media relations/marketing company	\$0	\$0	\$0	\$15,264	\$0	\$15,264
Website development and maintenance	\$81,408	\$15,000	\$96,408	\$81,408	\$15,000	\$96,408
External Evaluation	\$0	\$0	\$0	\$18,675	\$0	\$18,675
<b>Travel and Meeting Space Rental Expenses</b>						
Local travel for steering committee members	\$1,018	\$0	\$1,018	\$1,018	\$0	\$1,018

Meeting space rental for steering committee members	\$1,018	\$2,000	\$3,018	\$1,018	\$2,000	\$3,018
Honoraria for focus group participants	\$0	\$0	\$0	\$5,000	\$0	\$5,000
Refreshments – steering committee	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000
Refreshments – focus group participants	\$0	\$0	\$0	\$1,500	\$0	\$1,500
<b>Promotion/Communication Expenses</b>						
Advertising	\$20,352	\$0	\$20,352	\$20,352	\$0	\$20,352
Publishing and printing	\$5,088	\$0	\$5,088	\$10,176	\$0	\$10,176
Website and campaign promotion	\$5,088	\$10,000	\$15,088	\$20,352	\$10,000	\$30,352
Audio-visual materials	\$5,088	\$0	\$5,088	\$10,176	\$0	\$10,176
Copyright fees	\$2,035	\$0	\$2,035	\$2,035	\$0	\$2,035
Interpretation	\$509	\$0	\$509	\$509	\$0	\$509
Translations	\$2,035	\$0	\$2,035	\$5,088	\$0	\$5,088
<b>Administration and Supervision Costs</b>						
Salaries and benefits for administrative employees	\$10,075	\$0	\$10,075	\$12,275	\$0	\$12,275
<b>Total</b>	<b>\$209,346</b>	<b>\$65,500</b>	<b>\$274,846</b>	<b>\$290,654</b>	<b>\$65,500</b>	<b>\$356,154</b>

**SCHEDULE "E"  
PAYMENT PLAN**

---

Funds up to the Maximum Funds will be provided to the Recipient according to the following schedule, subject to and conditional upon compliance with the terms and conditions of this agreement:

PAYMENT DATE	PAYMENT AMOUNT
<p><b>Payment 1:</b></p> <p>Upon the Parties executing the Agreement and receipt and approval by the Province of the proof of insurance required under section A10.2 in Schedule "A".</p>	\$209,346
<p><b>Payment 2:</b></p> <p>Upon receipt by the Province of the Interim Financial Report and Interim Progress Report pursuant to Schedule "F", which are due on April 30, 2024.</p>	\$190,654
<p><b>Payment 3:</b></p> <p>Upon receipt by the Province of the final Quarterly Report pursuant to Schedule "F", which is due on March 15, 2025.</p>	\$100,000
<b>Maximum Funds</b>	<b>\$500,000</b>

**SCHEDULE “F”  
REPORTS**

---

**1.0 Reporting Schedule.** In accordance with section A7.1, the Recipient shall provide the Province with:

Name of Report	Report Due On:
<ul style="list-style-type: none"> <li>• <b>Quarterly Report</b></li> </ul>	Starting June 30, 2023, followed by every quarter thereafter until March 15, 2025
<ul style="list-style-type: none"> <li>• <b>Interim Financial Report</b></li> <li>• <b>Interim Progress Report</b></li> </ul>	April 30, 2024
<ul style="list-style-type: none"> <li>• <b>Final Financial Report</b></li> <li>• <b>Final Project Report</b></li> </ul>	Final Financial Report: June 16, 2025 Final Report: June 30, 2025

**2.0 Report Details**

**2.1 Types of Reports**

Quarterly Report: This is a report on the progress made by the Recipient on the activities and requirements set out in the Work Plan aspect of the Project described in section 1.0 of Schedule “A” from the start of the Project until March 15, 2025.

Interim Financial Report: This is a detailed breakdown of Project expenditures incurred by the Recipient from the start of the Project to April 30, 2024.

Interim Progress Report: This is a report on progress made by the Recipient on the Expected Outcomes and Performance Indicators aspect of the Project described in section 2.0 of Schedule “A” the start of the Project to April 30, 2024.

Final Financial Report: This is a detailed breakdown of Project expenditures incurred by the Recipient from the start of the Project to May 31, 2025.

Final Project Report: This is a report on progress made on the Work Plan including Expected Outcomes and Performance Indicators by the Recipient from

the start of the Project to May 31, 2025. This report should also include all products and/or programs produced with or as a result of the Funds.

2.2 No Personal Information to be Included. Reports should not include any personal information.

3.0 **Importance.** As the Province must review and analyze the Reports on a timely basis, the importance of submitting them on their due dates cannot be overstated. Failure to provide Reports in a complete and timely manner could impact future funding considerations for your organization.



# Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

The 5th Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory  
Committee  
May 29, 2023

Attendance PRESENT: R. O'Hagan (Chair), K. Burke, B. Hill, L. Ochoa, J.  
Pineda and K. Mason (Committee Clerk)

ABSENT: M. Castillo, S. Evoy, N. Fahd, N. Fragis, P. Gill, R.  
Gill

ALSO PRESENT: R. Morris, M. Stone, B. Westlake-Power

The meeting was called to order at 4:03 PM.

## 1. Call to Order

### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## 2. Opening Ceremonies

### 2.1 Acknowledgement of Indigenous Lands

That is BE NOTED that the Acknowledgment of Indigenous Lands was  
read by R. O'Hagan.

### 2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

## 3. Scheduled Items

None.

## 4. Consent

### 4.1 4th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 4th Report of the Diversity, Inclusion and Anti-  
Oppression Community Advisory Committee, from its meeting held on  
April 13, 2023, was received.

### 4.2 Municipal Council Resolution - 4th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the Municipal Council Resolution from its meeting  
held on April 25, 2023, with respect to the 4th Report of the Diversity,  
Inclusion and Anti-Oppression Community Advisory Committee, was  
received.

## 5. Sub-Committees and Working Groups

### 5.1 Sub-Committee for Potential Improvements to the Recruitment Process and Advisory Committee Appointments

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression  
Community Advisory Committee held a general discussion with respect to

the Sub-Committee for Potential Improvements to the Recruitment Process and Advisory Committee Appointments.

**6. Items for Discussion**

6.1 Review of the Diversity, Race Relation and Inclusivity Award Council Policy

That it BE NOTED that the Diversity, Race Relation and Inclusivity Award Council Policy, was received.

**7. Adjournment**

The meeting adjourned at 4:20 PM.

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Lynne Livingstone, City Manager  
**Subject:** London Hydro Inc. 2022 Annual General Meeting of the Shareholder Annual Resolutions  
**Date:** June 20, 2023

### Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to London Hydro Inc.:

- a) the attached proposed by-law (Appendix “A”) entitled “A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc.” BE INTRODUCED at the Municipal Council meeting to be held June 27, 2023; and,
- b) the proposed “Recruitment Process for Director Appointments”, attached as Appendix ‘B’, BE APPROVED.

### Analysis

#### 1.0 Background Information

##### 1.1 Previous Reports Related to this Matter

June 7, 2022 – Strategic Priorities and Policy Committee  
June 23, 2021 – Strategic Priorities Policy Committee

##### 1.2 April 25, 2023 – Municipal Council Resolution

At its meeting held on April 25, 2023, Municipal Council resolved:

“That the following actions be taken with respect to the 2022 Annual General Meeting of the Shareholder for London Hydro Inc.:

- a) the 2022 Annual General Meeting of the Shareholder for London Hydro Inc. BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 20, 2023, for the purpose of receiving the report from the Board of Directors of London Hydro Inc. in accordance with the Shareholder Declaration and the *Business Corporations Act*, R.S.O. 1990, c. B.16; and,
- b) the City Clerk BE DIRECTED to provide notice of the 2022 Annual Meeting to the Board of Directors for London Hydro Inc. and to invite the Chair of the Board and the Chief Executive Officer of London Hydro Inc. to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 3, 2023, from C. Graham, Chair, Board of Directors, London Hydro Inc., with respect to this matter.”

#### 2.0 Discussion and Considerations

##### 2.1 2022 Annual General Meeting

London Hydro Inc. is a corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990 c. B.16. London Hydro Inc. is managed by a Board of Directors appointed by The Corporation of the City of London as the sole shareholder.

The attached by-law (Appendix “A”) includes the Annual Resolutions of the Shareholder of London Hydro Inc. (Schedule “1”) which addresses the following matters that are required to be dealt with at an Annual Meeting pursuant to the Shareholder’s Declaration and the *Business Corporations Act*:

- a) receipt of the 2022 audited financial statements;
- b) appointment of the Auditor; and,
- c) election of the director.

## **2.2 Directors Requiring Election**

The election of two (2) Second Class Directors is required, as the term for Connie Graham and Guy Holburn has ended.

London Hydro advised by a letter dated April 11, 2023 that Jack Smit and Gabe Valente have announced their retirement from the Board and is therefore not seeking reelection to the Board. This communication also proposed a new process for addressing Board vacancies. On April 25, 2023 Council resolved as follows:

“That the Civic Administration BE DIRECTED to take the following actions with respect to the communications dated April 11, 2023, from the Chair of the London Hydro Board, related to Board recruitment and appointment process, and the impending Board vacancies:

- a) the impending London Hydro Board vacancies, as outlined in the above-noted communication, BE ADVERTISED using the most recent approach of a broader recruitment process, as appropriate; it being noted that applications will be considered by the Municipal Council, as the Shareholder, at the Annual General Meeting;
- b) the Civic Administration BE DIRECTED to provide to the London Hydro Corporate Governance and Risk Management Committee the applications received in the recruitment process, noted above in part a), for review and consideration (which may include interviews conducted by London Hydro) with a recommendation to be submitted to the Shareholder for consideration of appointments at the Annual General Meeting; and,
- c) the Civic Administration BE DIRECTED to take the necessary steps in order to provide for a future amendment to the Shareholder Agreement to formalize the above-noted new process. (5.1/14/SPPC)”

London Hydro has indicated that they will bring forward 2 names for consideration to the August 16, 2023 Strategic Priorities and Policy Committee meeting.

The attached proposed by-law, which includes the Annual Resolutions of the Shareholder, does not include names of individuals for election of First Class Directors at this time and will be amended to reflect the decision of the Shareholder with respect to that matter following the submission and consideration of the Shareholder at the August 16, 2023 meeting.

The Shareholders Declaration does not limit the number of terms that a Director may serve.

The proposed recruitment process for Director appointments, as submitted by London Hydro, is attached as Schedule ‘B’.

## **Conclusion**

It is recommended that the attached proposed by-law (Appendix "A") entitled "A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc." BE INTRODUCED at the Municipal Council meeting to be held on June 27, 2023.

**Prepared and Submitted by:** Michael Schulthess, City Clerk  
**Recommended by:** Lynne Livingstone, City Manager

**APPENDIX “A”**

Bill No.  
2023

By-law No. A.-

A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc.

WHEREAS London Hydro Inc. is a corporation incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16;

AND WHEREAS subsection 104(1)(b) of the *Business Corporations Act* provides that a resolution in writing dealing with all matters required by this Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of this Act relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of London Hydro Inc.;

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

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

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

1. The Annual Resolutions of the Shareholder of London Hydro Inc. for the fiscal year ended December 31, 2022, attached as Schedule “1” are ratified and confirmed.
2. The Mayor and the City Clerk are authorized to execute the Annual Resolutions of the Shareholder ratified and confirmed under section 1 of this by-law.
3. This by-law comes into force on the day it is passed.

PASSED in Open Council on the 27th day of June 2023.

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading – June 27, 2023  
Second Reading – June 27, 2023  
Third Reading – June 27, 2023

**SCHEDULE “1”**

**LONDON HYDRO INC.  
(the “Corporation”)**

WHEREAS subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the “Act”) provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following resolutions, signed by the sole shareholder of the Corporation entitled to vote thereon, are hereby passed pursuant to the provisions of the Act:

**FINANCIAL STATEMENTS**

It is hereby acknowledged that the balance sheet of the Corporation as at December 31, 2022, and the other audited financial statements, together with Auditors’ Report, of the Corporation for the financial year ended on such date have been received by the undersigned shareholder of the Corporation.

**ELECTION OF DIRECTORS**

WHEREAS pursuant to an Amended and Restated Shareholder Declaration, as amended (the “Amended and Restated Shareholder Declaration”), the board of directors of the Corporation shall consist of seven directors, six of which shall be composed of various classes of directors, each serving for a three-year term, and the seventh member of the fourth class shall serve as the representative of the municipal council of The Corporation of the City of London;

AND WHEREAS the terms of the directors that are members of the first class expire at the annual meeting of shareholders held in 2023 pursuant to paragraph 4.4 of the Shareholder Declaration;

NOW THEREFORE BE IT RESOLVED THAT:

**CONFIRMATION OF CONTINUING TERMS**

1. Each of the following persons, being directors that are members of the second, third and fourth class, as provided for below, pursuant to paragraph 4.4 of the Shareholder Declaration, is hereby confirmed as having a term continuing until the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<b><u>Class</u></b>	<b><u>Name of Director</u></b>	<b><u>Term</u></b>
Second	Connie Graham	the close of the annual meeting of shareholders to be held in 2023 for the financial year ending December 31, 2025
Second	Guy Holburn	The close of the annual meeting of the shareholders to be held in 2023 for the financial year ending December 31, 2025
Third	Andrew Hrymak	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023

Third	Tania Goodine	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Fourth	Corrine Rahman	the term ending November 14, 2026

**APPOINTMENT OF AUDITORS**

2. KPMG LLP are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders or until a successor is appointed by the shareholder at such remuneration as may be fixed by the directors and the directors are hereby authorized to fix such remuneration.

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

**The Corporation of the City of London**

By: \_\_\_\_\_  
 Name: Josh Morgan  
 Title: Mayor

By: \_\_\_\_\_  
 Name: Michael Schulthess  
 Title: City Clerk



**APPENDIX “B”**  
**Recruitment Process for Director Appointments**

The following appointment process be established for the London Hydro Inc. Board of Directors; it being noted that the recruitment and nomination process shall be informed by foundational principals such as anti-racism, anti-oppression, inclusion and participation, good governance, leadership and accountability:

1. Upon a vacancy among the Board of Directors arising (whether or not due to expiry of a Director’s term or another reason), with the advice of the Corporate Governance & Risk Management (CG&RM) Committee Chair, the Board Chair shall prepare a letter to the Mayor advising them of the Board vacancy(ies) to be in effect at the Annual General Meeting of the Shareholder or at some other defined date.
2. In anticipation of Board vacancies, London Hydro Inc. AND the City of London Clerk’s office shall advertise or otherwise canvass for applicants to apply with their Cover Letter of interest and CV electronically to the City of London Clerk’s office. Candidate advertisements shall include the applicant skills, knowledge and experience required by the London Hydro Board of Directors as well as a cut-off date for receipt at the office of the City Clerk.
3. The City Clerk’s office will log in all responses and forward them to the attention of the London Hydro Corporate Governance and Risk Management Committee via the office of the London Hydro Inc. CEO.
4. London Hydro’s CG&RM Committee will receive, review and shortlist all applications submitted by the cut-off date.
5. London Hydro’s CG&RM Committee shall interview the shortlisted candidates. Fulfillment of board skill gaps, general qualifications criteria set out in Article 4.3 of the Shareholder Declaration and any other noted requirements shall be considered in a consistent, fair and equitable process, with a standard set of questions presented to each interviewed candidate.
6. The CG&RM Committee Chair may invite all Board members to attend the interviews. However, it is mandatory that the Class 4 Board member (City of London Shareholder Representative Director) be present at all candidate interviews.
7. For each vacancy, the CG&RM Committee may recommend to the Board one, or maximum two, applicants.
8. For each director vacancy, the Board may approve one of the CG&RM Committee’s recommendations or propose an alternate candidate (provided the candidate’s application had been received and logged by the City Clerk prior to the stated cut-off date). If an alternate candidate is proposed by the Board that had not previously been interviewed by the CG&RM Committee, the interview process as detailed in step 5 must be repeated for (only) the newly-proposed candidate and the results of the interview reported to the Board of Directors.
9. The final Board-selected candidate shall be submitted to the Shareholder as part of the Shareholder Resolution at the AGM OR at a special meeting of the Shareholder and in compliance with applicable notice and timing requirements. In this regard, the Board shall prepare the Shareholder Resolution setting out London Hydro’s recommended candidate for election.

10. At each AGM, the Shareholder Resolution shall list the full slate of London Hydro's Board of Directors (incumbents and new Directors) for affirmation, reelection, or noted vacancies; wherein the vacancies are to be filled by a separate Resolution, as stated above, with an understanding that incumbent Board members shall continue to hold office until a successor is elected.

2022

# LONDON HYDRO



## London Hydro Inc.

Annual General Meeting

For the Financial Year Ending December 31, 2022

June 20, 2023

# London Hydro Land Acknowledgment

We wish to acknowledge that we are on the traditional territory of many nations. The Attawandaron peoples once settled in this region alongside the Anishinaabeg and Haudenosaunee peoples and used this land as their traditional hunting grounds.

Today, the Anishinaabeg Peoples including Ojibway, Odawa, and Pottawatomi Nations; the Leni-Lunape Peoples including the Delaware and Munsee-Delaware; and the Haudenosaunee Peoples including the Mohawk, Oneida, Cayuga, Onondaga, Seneca, and Tuscarora Nation live in southern Ontario.

The three Indigenous Nations communities closest to London are the Chippewas of the Thames First Nation, the Munsee-Delaware Nation and the Oneida Nation of the Thames.



# Many Thanks to Our Retiring Board Members



We thank them for their leadership, exceptional governance and many contributions to London Hydro's success.



They will be missed.

# Senior Management

# January – December 2022 Board of Directors



**Vinay Sharma,**  
PEng, PhD, FCAE, CDir  
*CEO*



**Connie Graham,**  
BSc, ICDD  
*Chair*

---

**Jac Vanderbaan,** PEng, CPA, CMA  
*VP Operations & Planning*

**Jack Smit,** CPA, CGA  
*Vice-Chair*

**Allan Van Damme,** PEng, CPA, CMA  
*VP Engineering & Construction*

**Gabe Valente,** BA, BComm, CPA, CA

**Syed Mir,** BSc  
*CIO & VP Corporate Services*

**Andy Hrymak,** BEng, PhD

**David Arnold,** BSc, MAcc, CPA, CA  
*CFO, VP Finance & Corporate Secretary*

**Tania Goodine,** BA, MBA

**Elizabeth Carswell,** BA, MA, BEd  
*VP Human Resources & Strategic Planning*

**Guy Holburn,** MA, PhD

**Michael van Holst,** HBSc, BEd

**Corrine Rahman,** HBA, MA (since November 2022)

# Purpose, Vision, and Values

## PURPOSE

To deliver safe, reliable electricity and related services.

## VISION

London hydro is a high performing electricity distributor, achieved through innovation, customer focus and operational excellence.

## VALUES

- Safety
- Employees
- Customers
- Integrity
- Agility
- Sustainability (ESG)

# A Successful Year For London Hydro Despite Business Disruptions

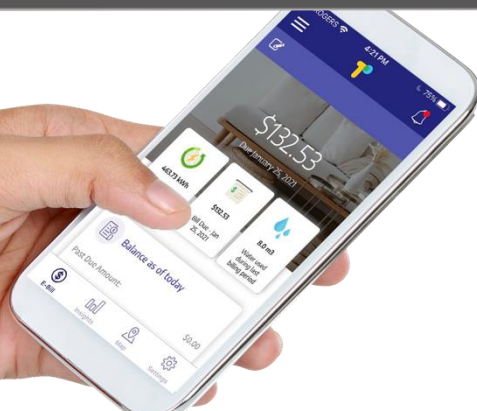
*Leaders in Award-Winning  
Technology and Innovation*



**EDA Awards**  
The Voice of Ontario's Electricity Distributors

**CSWEEK  
2022**

**Innovation in Digital Customer Engagement**



**&**

***Strong Financial Performance***

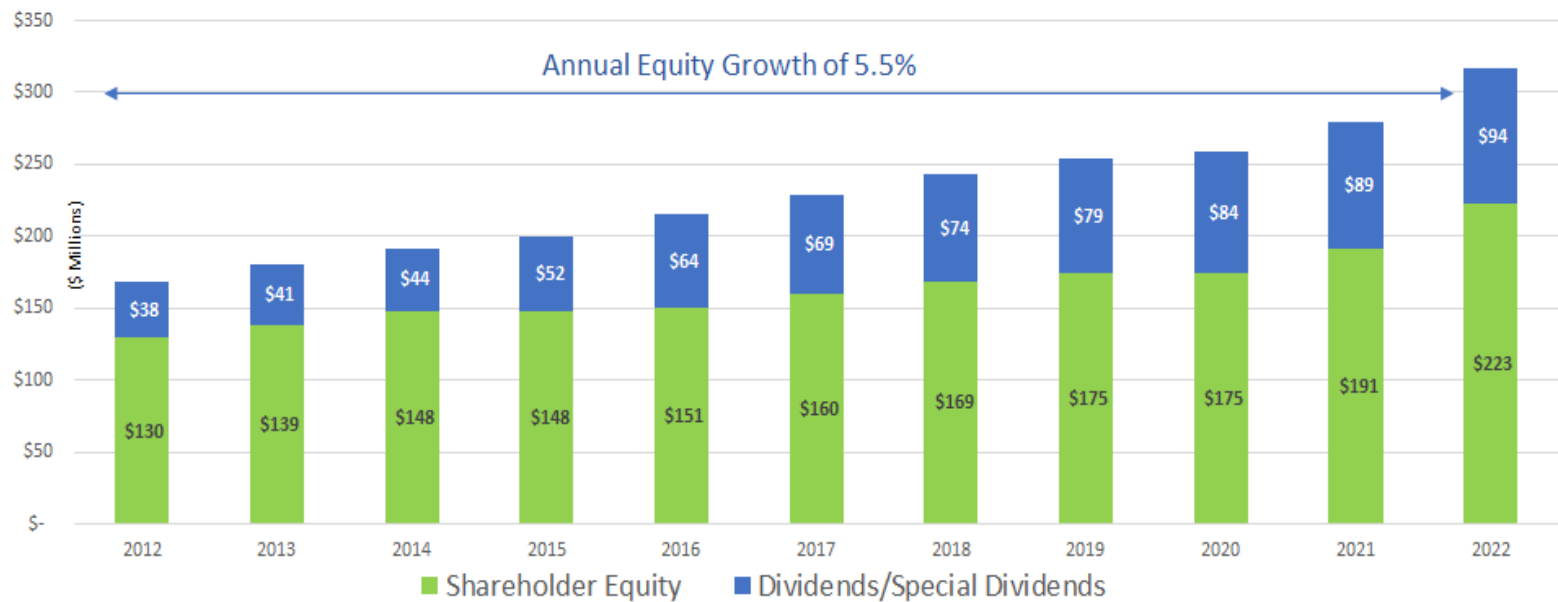
<b>Financial Highlights</b> (\$ in millions)	<b>2022 Actual</b>	<b>2021 Actual</b>
<b>Distribution Revenue</b>	<b>75.3</b>	<b>73.7</b>
<b>Net Earnings</b>	<b>31.4*</b>	<b>20.5</b>
<b>Return on Shareholder's Equity</b>	<b>15.2%*</b>	<b>11.1%</b>
<b>Annual Investments</b>		
Capital Assets	<b>46.4</b>	<b>37.4</b>
<b>Financial Position:</b>		
Total Assets	<b>566.6</b>	<b>521.9</b>
Shareholder's Equity	<b>223.2</b>	<b>191.5</b>
<b>Distributions to the City of London:</b>		
Dividends Declared	<b>5.0</b>	<b>5.0</b>
<b>S&amp;P Credit Rating</b>	<b>A/Stable</b>	<b>A/Stable</b>

\* Without the mark-to-market unrealized adjustment, Net earnings are \$11.3M (2021 - \$10.2M) and RoE is 7.2% (2021 - 5.6%)



# Growing Shareholder Value

72% (\$93M) growth in Shareholder Equity between 2012 and 2022  
+ \$56M in Dividends\Special Dividends since 2012



# London Hydro Fulfills Shareholder Objectives

## 1. Strong Growth in Shareholder Value

- Competitive Rate of Return: RoE 7.2%, excluding mark-to-market adjustment.
- Net assets growth of 4.8%.
- Sustained Annual Dividend to the City of \$5M.
- Since incorporation, \$227M cash flow provided to the Shareholder.

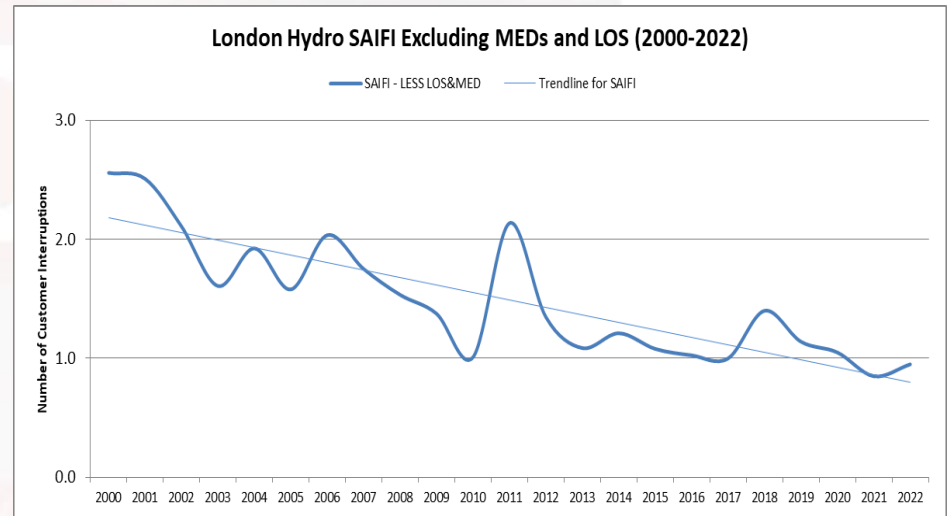
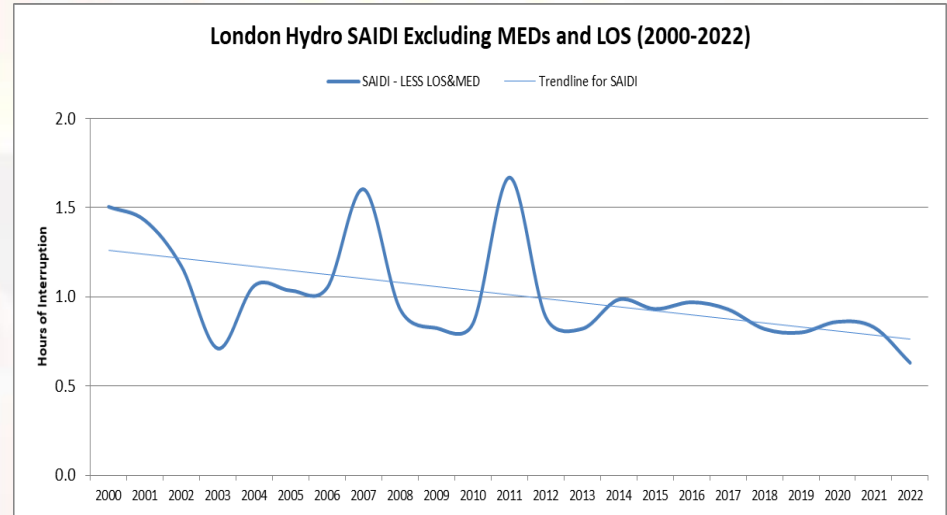
## 2. Caring for our Customers

- Cost and rates are again in the lowest quartile among Ontario utilities.
- Consistently high quality and reliability of service.
- High customer satisfaction – 94% (A) for residential and small business customers.
- Continued prudent capital infrastructure investment – modernizing the grid.

## 3. Industry-Leading Innovation

- CS Week's award for Innovation in Digital Customer Engagement.
- Electricity Distributors Association's (EDA) Performance Excellence Award.
- Independent Electricity System Operator's (IESO) Local Distribution Company Excellence Award, Best in Class for Meter Data Management/Repository (MDM/R) Quality.

# London Hydro Excellent Reliability Performance in 2022



**Note:**

SAIFI – System Average Interruption Frequency Index

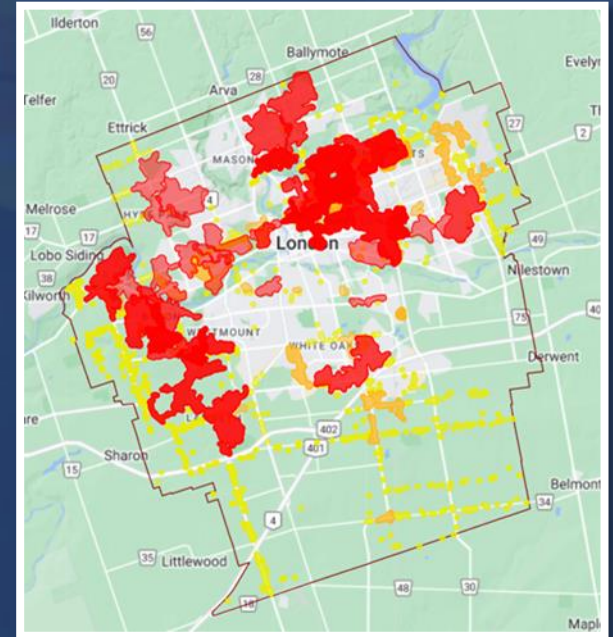
SAIDI – System Average Interruption Duration Index

LOS – Loss of Supply

MED – Major Event Days

# Derecho Storm – May 21, 2022

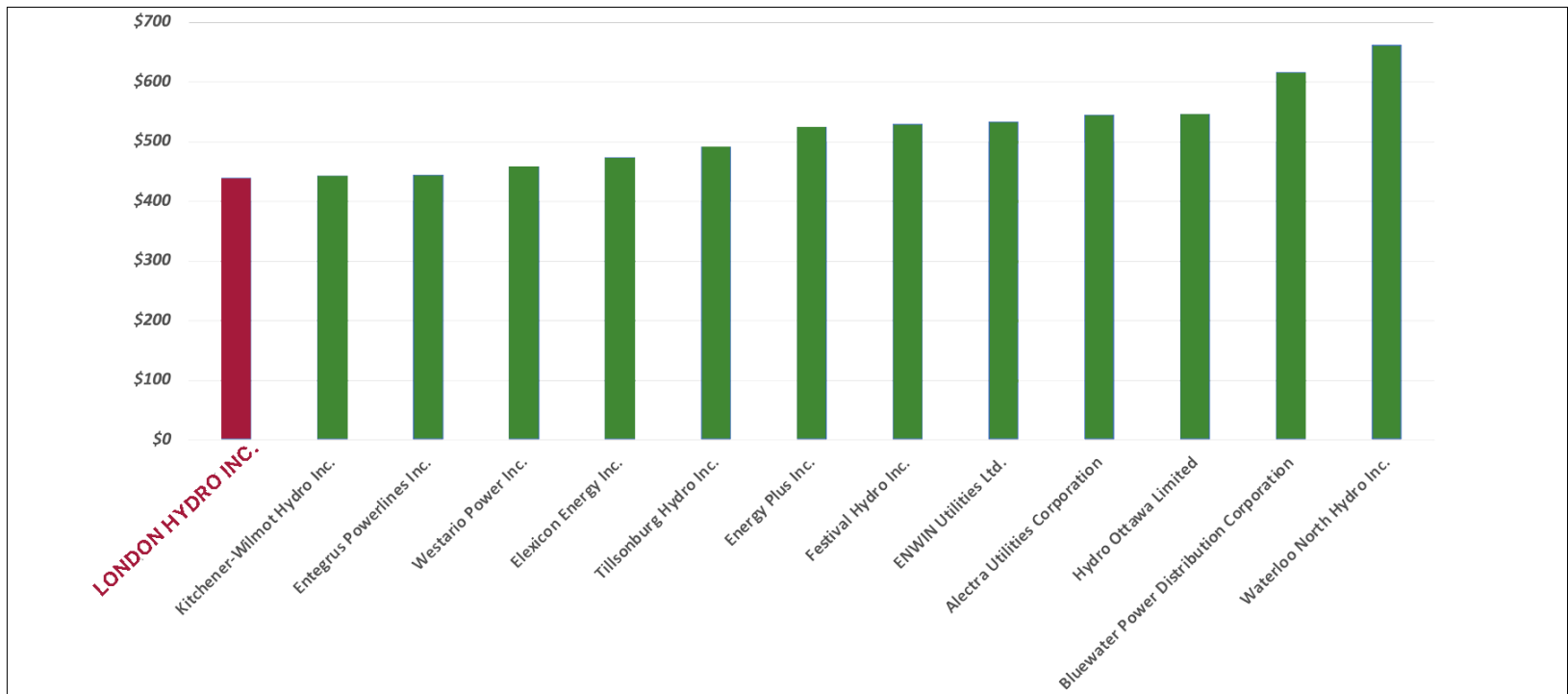
- Two EF1 tornadoes struck London
  - North-East and South side of City
- 57,000 customers affected
  - 18% restored in 2 hours
  - 35% restored in 5 hours
  - 90% restored in 8 hours
- \$411,000 for repairs
- London Hydro deployed crews to Ottawa for one week



# London Hydro is a Low-Cost Utility

## Cost Per Customer for Peer and Neighbouring Utilities

Annual Average Cost (\$) Per Customer



London Hydro maintains exceptional service of a highly reliable grid for our customers and keeps customers' rates very competitive among Ontario utilities.

# 33M Capital Investment to Make the Grid Robust, Secure and Resilient

## System Resiliency



### 4kV Conversion

- Adelaide & Fanshawe Park Rd.
- Hyde Park & Riverside Dr.
- Wharncliffe & Baseline Rd.

**Integration of  
Distributed Energy  
Resources**  
(customer owned  
renewable  
generation)



## Capacity



**Provides  
additional  
capacity to the  
Northeast and  
Southwest**

**Investing to  
increase capacity  
for increased  
electrification**  
e.g. electric vehicle  
proliferation



# Digital Customers

Continued with digitization and automation of self-service tools for customers

**49%**

79,733  
ACTIVE  
PAPERLESS  
SUBSCRIBERS  
5,032 net new

**47,478**

REGISTERED  
SERVICED  
PROPERTIES

**2,131**

C&I METERS  
ON GREEN  
BUTTON APPS

**61%**

99,544  
ACTIVE  
MYLONDONHYDRO  
ACCOUNTS

**Usage Data sourced from**

Paperless Billing



# Greening the Grid

## Electric Vehicles and Distribution Grid Sustainability

- Analyzed the impact of mass electric vehicle (EV) adoption on London Hydro's distribution, resulting in upgrades to London Hydro's standards to ensure readiness.

## West 5 Microgrid

- London's first net zero community with enhanced resiliency partnered with Sifton Properties, S2E, and NRCan. In progress, with completion in 2023.

## Enabling Distributed Energy Resources

- Connected 7 larger and 8 micro generators  
- Total 2.8MW generation.

## Supporting Operations

- Purchased new fully electric plug-in van, 10 plug-in hybrid electric fleet vehicles, 17 hybrid fleet vehicles, and 19 EV chargers in place.
- Fleet anti-idling technology saved over 11,785 idling hours.
- Diverted 97% of all waste from landfill.
- Initiated building renovations to facilitate projects and return to office. Improved building efficiency and ventilation and HEPA filters.
- Fuel pump replacement project to ensure operational reliability.





**London Hydro  
Takes a  
Customer  
Focused  
Approach for  
its Services  
and is  
Accountable to  
All of its  
Stakeholders**

1. Facilitated large Class A Industrial Conservation Initiative (ICI) program including battery storage installation for industrial clients, expected to yield \$17M in savings to London businesses.
2. General Dynamics was given the Energy Management Leader award by the IESO for the success of our Strategic Energy Management (SEM) program. Under this program, London Hydro helped them save \$160,000 per year.
3. Elevated our health and safety program from COR 2015 to COR 2020 – All of the audits passed successfully.
4. New ESG policy and programs are under development in accordance with Sustainability Accounting Standards Board (SASB) reporting framework. Providing support to the City of London and to London residents and businesses in their ESG journey will be an integral element to our strategy.
5. Modernized our corporate governance, adopting new processes and procedures to become a more effective community organization.

# London Hydro is a Strong, Reliable and Innovative Utility

- **Continue Strong Financial Performance**

- A strong Balance Sheet; excellent debt-to-equity ratio; S&P credit rating of A/Stable.

- **Strong Customer Focus**

- Industry leading customer satisfaction rating of 94% for Residential customers.
- High satisfaction level rating of 95% among Commercial & Industrial customers.

- **Valuable Environmental and Community Leadership**

- Advisory services for our customers on energy management and net zero energy programs – assist our customers in decarbonization.
- Continuously planning for increased electrification of the local economy.
- London Hydro provided a total of \$200,000 in Low-income Energy Assistance Program (LEAP) funding to the Salvation Army.
- London Hydro and its employees raised over \$30,000 for local charities. Donated ten computer stations, various kitchen appliances (dishwasher, fridge, stove, washer/dryer and portable air conditioner) and \$740 to the N'Amerind Friendship Centre.
- Our 300+ strong, sincere and committed employees persevere every day to serve Londoners and keep the lights on.

2022

LONDON HYDRO

ANNUAL REPORT

ON FINANCE

# LETTER FROM THE CEO AND CHAIR

## Dear Stakeholders,

This is our annual Report on Finance for 2022, with a healthy balance sheet, excellent operating performance and steady growth in shareholder equity. The corporate value of London Hydro continues to grow at a steady rate of 4.6%, with an Ontario Energy Board approved rate base of \$391 million and a potential market value of more than half a billion dollars. Over the years, London Hydro has maintained a stable dividend of \$5 million annually to the City of London.

In anticipation of increasing electrification and decarbonization of the local economy, London Hydro continued with its investment, which in 2022 was approximately \$33 million, in building a robust, secure and resilient electric grid. In 2022, London Hydro further continued to modernize by converting the 4 kV system to 27 kV and in the process, continued to reduce the system losses and enhance



*V Sharma*  
**Vinay Sharma**  
 CEO



*Connie Graham*  
**Connie Graham**  
 Board Chair

the grid capacity to integrate electric vehicle charging systems, energy storage systems and renewable energy distributed resources. London Hydro welcomed about 1,800 new residential customers and 120 new commercial and industrial customers to our grid, investing about \$11 million in connecting these new customers. We also assisted our large customers in energy savings programs, which yielded \$6.4 million in savings to businesses. This was achieved by London Hydro providing advice, guidance and data analysis to our larger customers, enabling them to manage their peak demand. Electricity has become the fuel of choice to power our future economy and communities; today, we provide electrical connections to about 212,000 facilities.

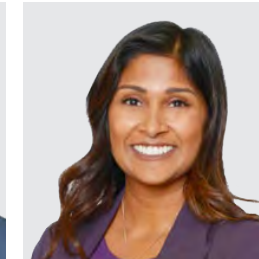
**JACK SMIT**  
 VICE CHAIR



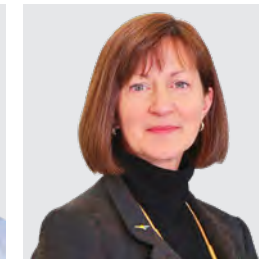
**GABE VALENTE**  
 BOARD MEMBER



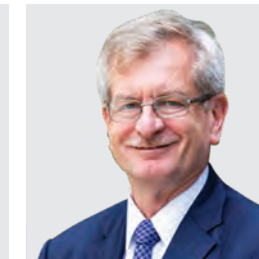
**CORRINE RAHMAN**  
 BOARD MEMBER



**GUY HOLBORN**  
 BOARD MEMBER



**TANIA GOODINE**  
 BOARD MEMBER



**ANDY HRYMAK**  
 BOARD MEMBER

## 2022 BOARD OF DIRECTORS

London Hydro continues with its innovation programs. In 2022, we finally completed the functional design of a 1 MW battery and solar microgrid system which is now in the detailed design and installation phase. A microgrid like this will provide the benefits of managing the peak kilowatt demand on the feeder, as well as provide continuous power to the community during an outage. This microgrid has the capability to island when the grid is experiencing an outage as well as have “black start” capabilities. Our investment in technology also continues to grow at a steady pace as we provide increasing channels of communication and services to our customers, including 24/7 online service and automated tools. London Hydro is the only utility in Ontario offering a free of charge payment option to customers using both Mastercard and Visa credit card programs. In 2022, we embarked upon another ambitious technology program for a new SAP S4/HANA customer information and billing system that requires an investment of \$19 million.

Our leadership to the Ontario electrical industry continues unabated. We led the province in developing the Green Button program and in 2022, we assisted 10 utilities to adopt the Green Button standard and comply with the new regulatory requirement for standardizing their legacy customer and consumption data. The Green Button innovation, once implemented across the province by November 2023, will pave the way for future innovation in achieving energy savings and, hence, the net zero objectives of our customers.



To our shareholder, which are the citizens of London and their City Council representatives, we have been a fiduciary and financially responsible organization. In 2022, London Hydro successfully achieved its Purpose, lived out its Vision and fully delivered on all its objectives. London Hydro maintained its low-cost utility position among Ontario utilities and earned net income of \$11.3 million, excluding unrealized mark-to-market adjustment, on total revenue of about \$473 million, resulting in a return on deemed equity of 7.2%.

London Hydro continues to be a strong, reliable, community-owned utility. Our customers have once again given us a 94% customer satisfaction rating as measured by an independent polling company. For the sixth year in a row, we have maintained an A/Stable credit rating by Standard & Poor’s. London Hydro modernized its corporate governance, adopting new processes and procedures to become a more effective community organization. At present, London Hydro is continuing to develop its Environmental, Social and Governance (ESG) program to reduce its footprint on resources including land, water, environment, and energy. London Hydro’s accomplishments are a direct result of the dedication and commitment of our employees, stakeholders and Board of Directors. On behalf of all of them, we submit this report fully recognizing their continued support and valuable contributions in making London Hydro a successful corporation.

**1,800**

NEW RESIDENTIAL CUSTOMERS

**120**

NEW COMMERCIAL & INDUSTRIAL CUSTOMERS

**\$6.4 M**

IN ENERGY SAVINGS FOR LARGE CUSTOMERS

**10**

UTILITIES TRANSITIONED TO GREEN BUTTON STANDARD

**94%**

CUSTOMER SATISFACTION RATING

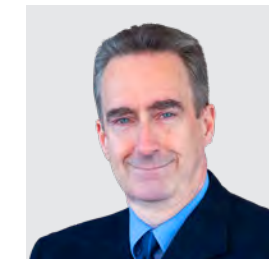
## SENIOR LEADERSHIP TEAM



**DAVID ARNOLD**  
CHIEF FINANCIAL OFFICER,  
VICE-PRESIDENT OF FINANCE,  
CORPORATE SECRETARY



**SYED MIR**  
CHIEF INFORMATION OFFICER,  
VICE-PRESIDENT  
CORPORATE SERVICES



**JAC VANDERBAAN**  
VICE-PRESIDENT,  
OPERATIONS & PLANNING



**ALLAN VANDAMME**  
VICE-PRESIDENT,  
ENGINEERING & CONSTRUCTION



**ELIZABETH CARSWELL**  
VICE-PRESIDENT  
HR & STRATEGIC PLANNING



# MANAGEMENT DISCUSSION AND ANALYSIS

The following discussion and analysis are of London Hydro's (also referred to as the Company) financial position, results from operations, and cashflow. It should be read in conjunction with the Financial Statements for the year ended December 31, 2022.

## The Company Overview

The results reported herein have been prepared in accordance with International Financial Reporting Standards (IFRS) and are expressed in Canadian dollars. As a rate regulated entity, the Company has elected to adopt the IFRS14 standard that allows for reporting of certain transactions as regulatory assets and liabilities, which would otherwise not be allowed under IFRS. Such transactions, and the resulting impacts, are described in notes 2, 3, and 10 to the Statement of Financial Position for the year ended December 31, 2022.

The analysis contains some forward-looking observations and statements reflecting management's expectations concerning future performance. Such observations and expectations of future performance are subject to uncertainties arising from future general economic conditions, regulatory changes, and government decisions. Thus, the forward-looking observations and statements shall not be considered guarantees of future performance; and the future results may differ materially from the anticipated results expressed by these statements.

*London Hydro continues to be a strong, reliable, community-owned utility*

London Hydro Inc. is a wholly owned subsidiary of the Corporation of the City of London, established pursuant to Section 141 (1) of the Electricity Act, 1998 Ontario. The Company has been issued operating license ED 2002 0557 by the Ontario Energy Board (OEB) to distribute electricity within the service territory of the City of London. The Company owns and maintains a distribution grid to distribute electricity to about 166,000 residential and commercial customers in the City of London with a population base of approximately 450,000. As one of the larger electrical distribution companies in Ontario, London Hydro Inc.

employs over 300 hardworking individuals who help to deliver a highly reliable and safe distribution of electricity to its customers.

London Hydro procures electricity (MW) from the Independent Electricity System Operator (IESO) operated market. London Hydro drew a peak demand of 685MW this summer season (2021 - 677MW) and about 463MW during this past winter (2021 - 459MW). London Hydro also procures wholesale market services from the IESO and transmission services from Hydro One at regulated prices. The price for electricity comprises the Hourly Ontario Energy Price (HOEP) and Global Adjustment.

## Strategic Priorities

The Company continues to focus on six major priorities in order to fulfill its purpose and vision. These priorities include business opportunities, developing leading technologies, becoming a trusted energy consultant and partner of the customer, enhancing internal team capacity, protecting revenue, and seeking strategic partnerships. The Company continues to develop and leverage technology for increasing distribution grid automation, interconnecting an increasing number of embedded renewable energy resources, energy management, and technology and applications for customer service and convenience.

The Company also continues to advance the application of Green Button standards and technologies for managing and analyzing customers' energy consumption data, customer care, and customer billing. The OEB has granted special approval to the Company until May 2025, pursuant to Section 71(4) of the amended OEB Act, to market its Green Button related technology to other Ontario utilities and customers. The Company has had initial success with nine distribution companies in Ontario signing contracts with London Hydro to develop and provide Green Button services.



### THE COMPANY'S PURPOSE

To provide safe, reliable electricity and related services.



### THE COMPANY'S VISION

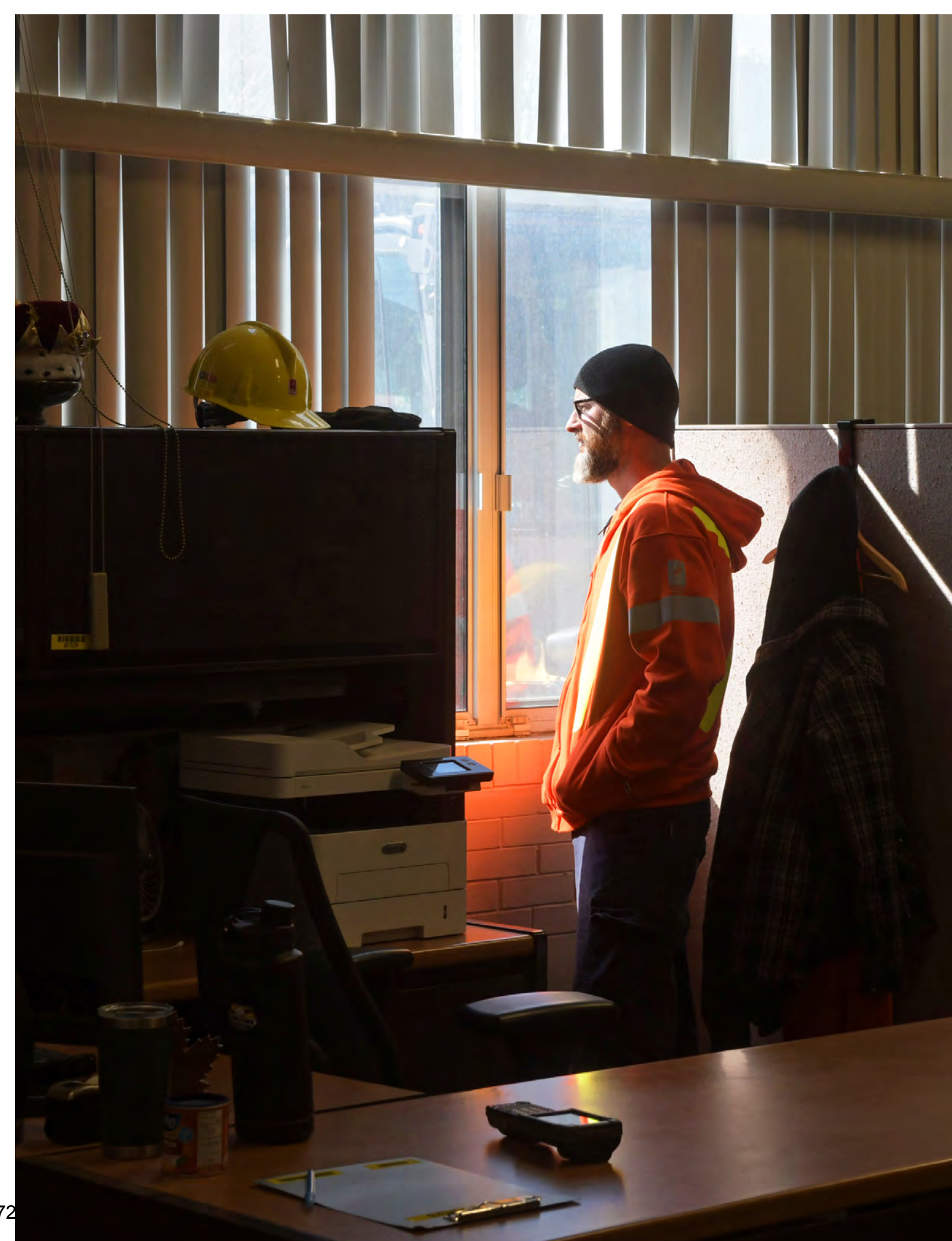
London Hydro is a high performing electricity distributor, achieved through innovation, customer focus and operational excellence.

## OPERATIONS OVERVIEW

The financial performance of the Company for the year ended December 31, 2022 is summarized in the following table. For the purpose of comparison to budgeted performance, and to provide a historical perspective, the Company's actual results are presented alongside the budgeted performance for December 31, 2022, and the performance for the year ending December 31, 2021.

### YTD RESULTS FOR THE PERIOD ENDED

<b>FINANCIAL HIGHLIGHTS</b>	ACTUAL 31-Dec-22	ACTUAL 31-Dec-21	CHANGE	PLAN 31-Dec-22	PLAN VARIANCE %
Energy distributed - gigawatt hrs	3,269.5	3,192.2	77.3	3,224.8	1.4%
(in thousands of \$'s)					
Sale of energy	\$384,773	\$381,901	\$2,872	\$481,078	(20.0)%
Distribution revenue	75,335	73,691	1,644	80,704	(6.7)%
Other revenue	12,481	13,347	(866)	10,991	13.6%
Cost of power	390,970	385,324	5,646	477,378	(18.1)%
Operating expenses	49,387	47,109	2,278	47,934	3.0%
Amortization expenses	22,738	22,094	644	23,484	(3.2)%
Net finance costs	(22,811)	(8,887)	(13,924)	146	(15,724)%
Income taxes	10,468	6,574	3,894	4,612	127.0%
Net earnings before regulatory adjustments	21,837	16,725	5,112	19,219	13.6%
Regulatory adjustment	9,610	3,731	5,879	(3,619)	(365.5)%
Net earnings after regulatory adjustments	\$31,447	\$20,456	\$10,991	\$15,600	101.6%
Operating expenses as a % of distribution revenue	65.6%	63.9%			
Annualized Return on Equity	15.2%	11.2%			
Energy distributed - gigawatt hrs	3,269.5	3,192.2	2.4%		
Number of customers	166,044	164,138	1.2%		
(in thousands of \$'s)					
Operating cash flow	\$29,942	\$25,902			
Investing cash flow	(41,520)	(29,715)			
Financing cash flow	(5,035)	(10,034)			
Cash flow	(16,613)	(13,847)			
(Bank indebtedness) / Cash - end of period	\$(2,162)	\$14,451			





## Energy Quantities Distributed

Total energy distributed to our customers increased from 3,192.2 gigawatt hours (GWh) for the year ended December 31, 2021 to 3,269.5 GWh for the same period in 2022, an overall increase of 2.4%. This increase in energy consumption is usually attributed to factors such as customer growth and weather; however, energy usage continues to fluctuate due to the COVID-19 pandemic.

## Distribution Revenues

London Hydro is compensated by regulated distribution rates as approved by the OEB. The annual revenue requirement of London Hydro is established as per the regulated rate making mechanism. Thus, the distribution rates for various classes of customers are determined by considering factors such as the number of customers, their energy (kWh) consumption and power demand (KW).

The distribution rates, up to April 30, 2022, were a result of the Company's previous Cost of Service application effective as of May 1, 2017 with annual interim increases to account for inflationary costs, while being reduced by a stretch factor, approved by the OEB. The Company received approval for the 2021 factors with a net adjustment of 1.9% effective as of May 1, 2021. The Company had their 2022 Cost of Service rates approved in February 2022 for new rates, which went into effect on May 1, 2022.



Approximately 76% of distribution revenues are derived from a monthly fixed charge, as compared to 77% for 2021, while the remaining is derived on the basis of a volumetric rate for energy consumption (kWh) and power demand (KW). The distribution rates paid by residential customers are 100% fixed charges.

As of December 31, 2022, London Hydro serves 166,044 customers compared to 164,138 as of December 31, 2021. While the number of customers increased by 1.2%, the composition of distribution revenue remained relatively unchanged at 65% from residential customers (2021 – 64%), 33% from general service customers (2021 – 33%) and 2% from large users and other customers (2021 – 3%).

Total distribution revenues for the year ending December 31, 2022 increased from the same period in 2021 to \$75.3 million (2021 – \$73.7 million).

## Cost of Service Rate Making Process

The Company goes through a thorough cost of service process every five years, where both the detailed operating and capital expenditures are reviewed by the OEB. The end result of the process is the basis upon which upcoming distribution rates are determined. The costs of capital expenditures and associated capital assets plus the Company's operating expenditures are the prime consideration for determining the rates.

*London Hydro serves  
166,044 customers*



In the case where any capital expenditures are denied, the Company would have a corresponding amount of impaired assets, which could result in a write-off and, thus, negatively impact annual net income. In the case where an increase in operating expenses is denied, the Company might not earn the revenue to achieve the regulated net income. The Company's previous cost of service was in 2017. In the intervening periods from 2018 through 2021, London Hydro implemented a rate adjustment pursuant to Incentive Rate Making (IRM) rules in connection with inflationary factors and reducing stretch factors as mentioned above.

The Company submitted a 2022 Cost of Service application in August of 2021 for new rates effective May 1, 2022. On February 24, 2022, the OEB approved these new rates, the Company's rate base of \$379.6 million and a revenue requirement of \$76.9 million. The total bill impact for a residential customer was an increase of approximately \$1.41 [1.17%] per month as compared to rates on April 30, 2022.

## Other Revenue

Other revenue earned by the Company decreased from \$13.3 million in 2021 to \$12.5 million for 2022. This decrease in 2022 is primarily a result of a reduction in the sale of scrap of approximately \$1.4 million and a reduction of pole rental revenue of \$0.2 million. There were offsetting increases in other revenues for items such as late payment charges of \$0.4 million, and amortization of deferred revenue of approximately \$0.1 million.



## COVID-19 Related Deferral Account

On March 25, 2020, the OEB authorized the use of deferral accounts in order to track the additional costs associated with billing system changes as well as other incremental costs resulting from COVID-19. Moreover, the OEB also authorized the use of a variance account to track lost revenues. On June 17, 2021, the OEB clarified the guidance as to the treatment of potential recoveries associated with COVID-19. As part of the 2022 Cost of Service settlement agreement, the Company agreed to not dispose of the values until its next Cost of Service application for 2027.

As of December 31, 2022, the total amount eligible for recovery is \$1.3 million, which is made up of \$0.6 million of incremental costs and \$0.7 million of lost revenues. Any differences between the amount recorded and the amounts ultimately awarded by the OEB will be recorded in the statement of comprehensive income in a future period.

## Operating Expenses and Amortization

Total operating expenses for the year ending December 31, 2022 increased from the same period in 2021 to \$49.4 million (2021 – \$47.1 million). The increase relates to a variety of reasons such as increases to labour of \$0.6 million, professional services of \$0.2 million, computer hardware and software expenses of \$0.3 million and bad debts of \$0.3 million for 2022. Additionally, a one-time \$0.4 million recovery was realized in 2021 pertaining to the OEB Regulated Price Plan (RPP) Roadmap Project, which resulted in lower operating expenses in 2021.



Amortization expenses increased by approximately \$0.6 million from \$22.1 million in 2021 to \$22.7 million for 2022. This increase is the result of the Company's ongoing commitment to invest in its aging infrastructure and leading information technology to enhance the distribution grid and deliver increasing convenience to our customers.

## Net Finance Costs

The Company's interest income for the year ending December 31, 2022 was \$22.8 million, compared to an interest income of \$8.9 million for the same period in 2021.

This change is the result of the unrealized gain associated with the Company's swap agreements<sup>1</sup> being \$27.4 million in 2022 as compared to an unrealized gain of \$13.9 million in 2021. It should be noted that these unrealized gains are adjustments reported for the purpose of the financial statements only and, so long as the debt agreements are not cancelled early, these gains are not realized. Thus, excluding these adjustments related to the swap agreements, the real interest expense should be adjusted to \$4.6 million for the year ending December 31, 2022 and \$5.0 million for the same period in 2021.

Once the unrealized gain amounts are normalized, the net finance costs in 2022 are slightly lower due to the lower debt rates for 2022 compared to those in 2021.

<sup>1</sup> A swap agreement allows London Hydro to "swap" interest rates, so that it can have a stable and fixed rate loan at a lower interest rate. London Hydro currently has two separate swap agreements.

## Income Tax Expense

London Hydro is a private, taxable corporation and as such, is required to make payments in lieu of tax (PILs) to the Ontario Electricity Financial Corporation. The PILs required to be paid are equivalent to the income taxes that would have been paid if London Hydro was taxable under the Income Tax Act of Canada.

The PILs expense for the year ended December 31, 2022 amounted to \$10.5 million, as compared to income tax expense of \$6.6 million for the same period in 2021. The increase is a result of higher net income for 2022 as compared to 2021, which is mostly due to the change in the unrealized gain on the swap agreements.

London Hydro also has Deferred Tax Liabilities of \$25.9 million. This represents the temporary net difference between financial reporting carrying amounts for Property, Plant, Equipment, and Intangibles, which are in excess of their tax values, and the Deferred Taxes Receivable for Employee Future Benefits expenses that have not yet been deducted for income tax purposes.



The tax impact of unrealized gains and losses associated with the Company's swap agreements and corporate minimum taxes are also considered in this liability.

As a rate-regulated corporation, Deferred Tax Liabilities (excluding swap agreements and corporate minimum tax), which will be paid on behalf of customers, will be recovered as they are paid. Therefore, increases or decreases in these Future Income Tax Liabilities are offset by regulatory assets and have no impact on the net profit of the Company.

## Regulatory Assets/Liabilities

The regulatory framework requires that all energy commodity and non-commodity costs be billed at the regulated rates to customers who are on the Regulated Price Plan (RPP).

As a regulated distributor of electricity, London Hydro is obligated to supply electricity (energy), also referred to as commodity, to small residential and small commercial customers at the RPP rate and to other customers at the HOEP rates plus an added charge for Global Adjustment. The only exception to this requirement is if customers elect to purchase their electricity from an energy retailer; even then, a Global Adjustment charge is added to such customers. All other non-commodity charges are billed at regulated rates established from time to time by the OEB.



Therefore, the Company distributes electricity at a fixed rate to a larger section of its customers, though a small number of customers pay a variable HOEP plus Global Adjustment rate for electricity based on their customer class. Differences between the cost paid for power purchased and the cost of power charged to customers are referred to as variances, which are recorded in Retail Settlement Variance Accounts (RSVA). The variances that accumulate in the RSVA are either returned to, or recovered from customers, depending upon the nature of the difference in accordance with regulatory directives.

As of December 31, 2022, the Company had regulatory assets of \$35.0 million, compared to \$28.6 million as of December 31, 2021. The increase of \$6.4 million is primarily attributed to the difference between the amount paid by the Company for electricity and the amount charged to customers. Also impacting the regulatory asset balance is the deferred income tax asset associated with timing differences pertaining to Property, Plant, Equipment and Intangibles and Post Employment Benefits.

The Company also had regulatory liabilities in the amount of \$1.2 million as of December 31, 2022, compared to \$5.8 million as of December 31, 2021. The \$4.6 million decrease is the result of balances being approved for disposition pursuant to the 2022 Cost of Service Rate Application.

# CAPITAL RESOURCES

London Hydro has debt agreements that total \$200.0 million as of December 31, 2022, the same as at December 31, 2021. Additionally, the Company has a letter of credit.

The Company has a \$75.0 million interest rate swap agreement for an unsecured loan with Toronto Dominion Bank. Interest only payments are due monthly and commenced December 2020, while the principal is due at maturity. The agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.53%, plus a stamping fee of 0.44%, for an all-in rate of 1.97%.

The Company has a second swap agreement with Toronto Dominion Bank for \$125.0 million that became effective on June 30, 2022 and was used to repay the \$40.0 million and \$85.0 million Royal Bank of Canada fixed rate swaps that matured in June 2022.

The \$125.0 million interest rate swap agreement is an unsecured loan with Toronto Dominion Bank, has interest only payments due monthly which commenced in July 2022, while the principal is due at maturity. The agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.69%, plus a stamping fee of 0.44%, for an all-in rate of 2.13%.

The Company also has an uncommitted revolving bank credit facility of \$20.0 million and \$4.3 million (December 31, 2021 - \$4.3 million) in Standby Letters of Credit issued to the IESO as security. In the event that the maturity date of the committed bank loan facility is not extended, payment of this loan must be made within one year from the date of maturity.



The amount drawn by the Company on the uncommitted facility as of December 31, 2022 was \$1.7 million (December 31, 2021 - \$nil).

## Dividend Policy

The Company's dividend policy provides for an annual dividend, subject to satisfactory cashflow. At the meeting on March 22, 2022, the Board of Directors declared a \$5.0 million dividend to be paid to its Shareholder on a quarterly basis throughout the 2022 calendar year. On March 30, 2021, the Board of Directors declared a \$5.0 million dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2021.

As a wholly-owned subsidiary of the Corporation of the City of London, the City of London is London Hydro Inc.'s sole shareholder and, as such, the entire dividend amount is paid to the City of London.

## Credit Rating

London Hydro maintains an "A/Stable" long-term corporate credit rating, which was reaffirmed by Standard & Poor's in June 2022. This rating reflects the Company's low risk as a distribution company with regulated cash flows.

## Liquidity and Cashflow

Cash generated from operating activities increased to \$29.9 million as of December 31, 2022, as compared to \$25.9 million as of December 31, 2021. Cashflows primarily relate to amounts of:

- \$31.4 million in net income
- \$22.7 million non-cash adjustment from amortization expenses
- (\$1.0) million non-cash adjustment from amortization of deferred revenue
- \$10.5 million as a result of the change in income taxes payable
- (\$9.6) million as a result of changes in regulatory balances
- \$4.2 million as a result of changes in non-cash working capital, and
- (\$27.4) million non-cash adjustment from the mark to market adjustment.

Cash used in investing activities increased to \$41.5 million for 2022, as compared to \$29.7 million for the same period in 2021, which primarily represents the net purchase of capital assets and intangible assets.

Cash used from financing activities decreased to \$5.0 million, as compared to cash used of \$10.0 million for the same period in 2021 as a result of the timing of dividend payments to the City of London.

The year-to-date change in cash is a decrease of \$16.6 million leaving the Company with \$2.2 million of bank indebtedness as at December 31, 2022.



# FINANCIAL STATEMENTS

## TABLE OF CONTENTS

STATEMENT OF FINANCIAL POSITION	24
STATEMENT OF COMPREHENSIVE INCOME	25
STATEMENT OF CHANGES IN EQUITY	26
STATEMENT OF CASH FLOWS	27
NOTES TO THE FINANCIAL STATEMENTS	28-67



London ON N6A 5P2  
Canada  
Tel 519 672-4880  
Fax 519 672-5684

## INDEPENDENT AUDITOR'S REPORT

To the Shareholder of London Hydro Inc.

### **Opinion**

We have audited the financial statements of London Hydro Inc. (the Entity), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of comprehensive income for the year then ended
- the statement of changes in equity for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditor’s Responsibilities for the Audit of the Financial Statements**” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Other Information**

Management is responsible for the other information. Other information comprises:

- the information included in Management's Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in Management's Discussion and Analysis as at the date of this auditor's report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

## **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

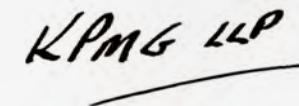
As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants, Licensed Public Accountants

London, Canada

March 30, 2023

	Note	2022	2021
<b>ASSETS</b>			
<b>Current assets</b>			
Cash		\$ -	\$ 14,451
Accounts receivable	5	80,056	78,727
Materials and supplies	6	893	548
Prepaid expenses		3,842	2,430
<b>Total current assets</b>		<b>84,791</b>	<b>96,156</b>
<b>Non-current assets</b>			
Property, plant and equipment	7,15	389,432	369,130
Intangible assets	8	24,340	21,270
Unrealized gain on interest rate swap	13,24	33,016	6,750
<b>Total non-current assets</b>		<b>446,788</b>	<b>397,150</b>
<b>Total assets</b>		<b>531,579</b>	<b>493,306</b>
Regulatory balances	10	35,015	28,596
<b>Total assets and regulatory balances</b>		<b>\$ 566,594</b>	<b>\$ 521,902</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Bank indebtedness		\$ 2,162	\$ -
Accounts payable and accrued liabilities	11	46,931	38,270
Due to shareholder	21	5,695	5,706
Income tax payable		803	36
Current portion of lease liability	15	36	35
Current portion of long-term debt	13,24	-	125,000
Current portion of customer and other deposits		522	1,371
Current portion of deferred revenue	12	3,058	3,462
<b>Total current liabilities</b>		<b>59,207</b>	<b>173,880</b>
<b>Non-current liabilities</b>			
Long-term debt	13,24	200,000	75,000
Post-employment benefits	14	9,855	15,008
Customer and other deposits		797	1,274
Deferred revenue	12	44,285	40,340
Deferred tax liability	9	25,931	15,783
Lease liability	15	2,119	2,155
Unrealized loss on interest rate swap	13,24	-	1,131
<b>Total non-current liabilities</b>		<b>282,987</b>	<b>150,691</b>
<b>Total liabilities</b>		<b>342,194</b>	<b>324,571</b>
<b>Equity</b>			
Share capital	16	96,116	96,116
Retained earnings		122,149	95,702
Accumulated other comprehensive income (loss)		4,895	(293)
<b>Total equity</b>		<b>223,160</b>	<b>191,525</b>
<b>Total liabilities and equity</b>		<b>565,354</b>	<b>516,096</b>
Regulatory balances	10	1,240	5,806
<i>Commitments and contingencies (Note 22), Subsequent event (Note 25)</i>			
<b>Total liabilities, equity and regulatory balances</b>		<b>\$ 566,594</b>	<b>\$ 521,902</b>

On behalf of the Board:

  
Director

  
Director

The accompanying notes are an integral part of these financial statements

	Note	2022	2021
<b>Revenues</b>			
Electricity sales	17	\$ 384,773	\$ 381,901
Distribution revenue	17	75,335	73,691
Other	18	12,481	13,347
		<b>472,589</b>	<b>468,939</b>
<b>Operating expenses</b>			
Electricity purchased		390,970	385,324
Operating expenses	19	49,387	47,109
Depreciation and amortization	7,8	22,738	22,094
		<b>463,095</b>	<b>454,527</b>
<b>Income from operating activities</b>		<b>9,494</b>	<b>14,412</b>
Net finance income	13,20	(22,811)	(8,887)
<b>Income before income taxes</b>		<b>32,305</b>	<b>23,299</b>
Income tax expense	9	10,468	6,574
<b>Income for the year</b>		<b>21,837</b>	<b>16,725</b>
<b>Movement of regulatory balances</b>			
Net movement of regulatory balances		7,133	1,384
Income taxes	9	2,477	2,347
	10	9,610	3,731
<b>Net income for year and net movement in regulatory balances</b>		<b>31,447</b>	<b>20,456</b>
<b>Other comprehensive income</b>			
Items that will not be reclassified to profit or loss:			
Remeasurements of post-employment benefits	14	5,188	1,153
Tax on remeasurements	9	(1,375)	(306)
Net movement in regulatory balances, net of tax	10	1,375	306
<b>Other comprehensive income</b>		<b>5,188</b>	<b>1,153</b>
<b>Total comprehensive income for the year</b>		<b>\$ 36,635</b>	<b>\$ 21,609</b>

The accompanying notes are an integral part of these financial statements

	Note	Share Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
<b>Balance at January 1, 2021</b>	\$	96,116	\$ 80,246	\$ (1,446)	\$ 174,916
Net income and net movement in regulatory balances		-	20,456	-	20,456
Other comprehensive income		-	-	1,153	1,153
Dividends	16	-	(5,000)	-	(5,000)
<b>Balance at December 31, 2021</b>	\$	96,116	\$ 95,702	\$ (293)	\$ 191,525
<b>Balance at January 1, 2022</b>	\$	96,116	\$ 95,702	\$ (293)	\$ 191,525
Net income and net movement in regulatory balances		-	31,447	-	31,447
Other comprehensive income		-	-	5,188	5,188
Dividends	16	-	(5,000)	-	(5,000)
<b>Balance at December 31, 2022</b>	\$	96,116	\$ 122,149	\$ 4,895	\$ 223,160

The accompanying notes are an integral part of these financial statements

	Note	2022	2021
<b>Operating activities</b>			
Net income and net movement in regulatory balances		\$ 31,447	\$ 20,456
Adjustments for:			
Depreciation and amortization	7,8	22,738	22,094
Amortization of deferred revenue	18	(938)	(792)
Post-employment benefits	14	35	61
(Gain) loss on disposal of property, plant and equipment	18	(111)	102
Net finance income	20	(22,811)	(8,887)
Income tax expense	9	10,468	6,574
		40,828	39,608
Change in non-cash working capital:			
Accounts receivable		(1,329)	5,982
Materials and supplies		(345)	(90)
Prepaid expenses		(1,412)	(169)
Accounts payable and accrued liabilities		8,661	(7,734)
Due to shareholder		(11)	(43)
Customer and other deposits		(1,326)	(2,303)
		4,238	(4,357)
Other:			
Regulatory balances	10	(9,610)	(3,731)
Income tax paid		(1,153)	(609)
Income tax received		225	-
Interest paid	20	(4,791)	(5,161)
Interest received	20	205	152
		(15,124)	(9,349)
<b>Net cash from operating activities</b>		29,942	25,902
<b>Investing activities</b>			
Purchase of property, plant and equipment	7	(37,767)	(33,405)
Purchase of intangible assets	8	(8,588)	(3,981)
Capital contributions received from customers		4,479	7,175
Proceeds on disposal of property, plant and equipment		356	496
<b>Net cash used in investing activities</b>		(41,520)	(29,715)
<b>Financing activities</b>			
Dividends paid	16	(5,000)	(10,000)
Proceeds from long-term debt	13	125,000	-
Lease liability	15	(35)	(34)
Repayment of long-term debt	13	(125,000)	-
<b>Net cash from financing activities</b>		(5,035)	(10,034)
Change in cash		(16,613)	(13,847)
Cash, beginning of year		14,451	28,298
<b>(Bank indebtedness) / cash, end of year</b>		\$ (2,162)	\$ 14,451

The accompanying notes are an integral part of these financial statements



## 1. Reporting entity

London Hydro Inc. ("the Company") is a rate regulated, municipally-owned hydro distribution company located in the City of London. The Company is a wholly-owned subsidiary company of the Corporation of the City of London and was incorporated on April 26, 2000 under the laws of the Province of Ontario, Canada.

The Company delivers electricity and related energy services to inhabitants of the City of London. The address of the Company's registered office is 111 Horton Street, London, Ontario, Canada.

## 2. Basis of presentation

### a) Statement of compliance

The Company's financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS").

### b) Approval of financial statements

These financial statements were approved by the Board of Directors on March 30, 2023.

### c) Basis of measurement

These financial statements have been prepared on the historical cost basis, unless otherwise stated.

### d) Functional and presentation currency

These financial statements are presented in Canadian dollars, which is the Company's functional currency.

### e) Use of estimates and judgments

The preparation of financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses and disclosure of contingent assets and liabilities. Actual results may differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

## 2. Basis of presentation (continued)

### e) Use of estimates and judgments (continued)

Information about judgements and estimation uncertainties made in applying accounting policies that have the most significant effects on the amounts recognized in the financial statements is included in the following notes:

- (i) 3(b) – measurement of unbilled revenue
- (ii) 3(b) – determination of the performance obligation for contributions from customers and the related amortization period
- (iii) 3(d), 3(e), 7, 8 – estimation of useful lives of its property, plant and equipment and intangible assets
- (iv) 3(e), 8 – capitalization of configuration and customization costs in Software-as-a-Service ("SaaS") arrangements and determining whether services are distinct from the SaaS access
- (v) 5 – estimation for allowance for doubtful accounts
- (vi) 7, 15 – leases: whether an arrangement contains a lease
- (vii) 10 – recognition and measurement of regulatory balances
- (viii) 14 – measurement of defined benefit obligations: key actuarial assumptions
- (ix) 22 – recognition and measurement of provisions and contingencies

### Critical accounting estimates and judgments for leases

*Judgments made in relation to accounting policies applied* - Management exercises judgment in determining the appropriate lease term on a lease by lease basis. Management considers all facts and circumstances that create an economic incentive to exercise a renewal option or to not exercise a termination option. The periods covered by renewal options are only included in the lease term if management is reasonably certain to renew. Changes in the economic environment or changes in the industry may impact management's assessment of the lease term. Any changes in management's estimate of lease terms may have a material impact on the Company's balance sheet and statement of earnings.

*Key sources of estimation* - In determining the carrying amount of right-of-use assets and lease liabilities, the Company is required to estimate the incremental borrowing rate specific to each leased asset if the interest rate implicit in the lease is not readily determined. Management determines the incremental borrowing rate of each leased asset by incorporating the Company's creditworthiness, the security, term and value of the underlying leased asset, and the economic environment in which the leased asset operates in. The incremental borrowing rates are subject to change mainly due to macroeconomic changes in the environment.

## 2. Basis of presentation (continued)

### e) Use of estimates and judgments (continued)

Critical accounting estimates and judgments for SaaS arrangements

*Capitalization of configuration and customization costs in SaaS arrangements* - Part of the customization and configuration activities undertaken in implementing SaaS arrangements may entail the development of software code that enhances, modifies, or creates additional capability to the existing on-premise software to enable it to connect with the cloud-based software applications. This is referred to as bridging modules or application programming interfaces (APIs). Judgement was applied in determining whether the additional code meets the definition of and recognition criteria for an intangible asset in IAS 38, *Intangible Assets*. During the year, the Company recognized \$nil (December 31, 2021 – \$0.4 million) as intangible assets in respect of customization and configuration costs incurred in implementing SaaS arrangements.

*Determination whether configuration and customization services are distinct from the SaaS access* - Costs incurred to configure or customize the cloud provider's application software are recognised as operating expenses when the services are received. In a contract where the cloud provider provides both the SaaS configuration and customization, as well as the SaaS access over the contract term, the Company applied judgement to determine whether these services are distinct from each other or not, and therefore, whether the configuration and customization costs incurred are expensed as the software is configured or customized (i.e. upfront), or over the SaaS contract term.

Specifically, where the configuration and customization activities significantly modify or customize the cloud-based software, these activities will not be distinct from the access to the cloud software over the contract term. Judgement has been applied in determining whether the degree of customization and modification of the cloud-based software that would be deemed significant. During the year, the Company recognized \$0.0 million (December 31, 2021 – \$nil) as prepayments in respect of customization and configuration activities undertaken in implementing SaaS arrangements which are considered not to be distinct from the access to the SaaS access over the contract term.

## 2. Basis of presentation (continued)

### f) Rate regulation

The Company is regulated by the Ontario Energy Board ("OEB"), under the authority granted by the *Ontario Energy Board Act, 1998*. Among other things, the OEB has the power and responsibility to approve or set rates for the distribution of electricity, providing continued rate protection for electricity consumers in Ontario, and ensuring that distribution companies fulfill obligations to connect and service customers. The OEB may also prescribe license requirements and conditions of service to local distribution companies ("LDCs"), such as the Company, which may include, among other things, record keeping, regulatory accounting principles, separation of accounts for distinct businesses, and filing and process requirements for rate setting purposes.

Rate setting

Distribution revenue

For the distribution revenue, the Company files a "Cost of Service" ("COS") rate application with the OEB where rates are determined through a review of the forecasted annual amount of operating and capital expenditures, debt and shareholder's equity required to support the Company's business. The COS is usually filed every five years. The Company estimates electricity usage and the costs to service each customer class to determine the appropriate rates to be charged to each customer class. The COS application is reviewed by the OEB and interveners and rates are ultimately approved by the OEB after the review and revisions have been completed.

In the intervening years an Incentive Regulation Mechanism ("IRM") rate application is filed. An IRM application results in a formulaic adjustment to distribution rates that were set under the last COS application. The previous year's rates are adjusted for the annual change in the Gross Domestic Product Implicit Price Inflation for Final Domestic Demand ("GDP IPI-FDD") net of a productivity factor and a "stretch factor" determined by the relative efficiency of an electricity distributor.

2. **Basis of presentation (continued)**

f) Rate regulation (continued)

Rate setting – Distribution revenue (continued)

The Company previously filed a COS application in August 2016 for rates effective May 1, 2017 to April 30, 2022. The GDP IPI-FDD for 2021 was 2.2%, the OEB applied productivity factor was 0.0% and the OEB determined stretch factor was (0.3)%, resulting in a net adjustment of 1.9% to the previous year's rates effective May 1, 2021.

In August 2021, the Company filed a Cost of Service application which was approved by the OEB on February 24, 2022 for rates effective May 1, 2022. The monthly total bill impact of the new rates for a typical residential customer was an increase of approximately \$1.41 or 1.17% before taxes.

As a licensed distributor, the Company is responsible for billing customers for electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties. The Company is required, pursuant to regulation, to remit such amounts to these third parties, irrespective of whether the Company ultimately collects these amounts from customers.

Electricity rates

The OEB sets electricity prices for residential and small commercial consumers once each year based on an estimate of how much it will cost to supply the province with electricity for the next year. All remaining consumers, other than consumers with retail contracts who pay a contracted rate plus a global adjustment rate adder, pay the market price for electricity. The Company is billed for the cost of the electricity that its customers use and passes this cost on to the customer at cost without a mark-up.



### 3. Significant accounting policies

The accounting policies set out below have been applied consistently in all years presented in these financial statements.

#### a) Financial instruments

##### Non-derivative

All financial assets are classified as loans and receivables and all financial liabilities are classified as other liabilities. These financial instruments are recognized initially at fair value plus any directly attributable transaction costs. Subsequently, they are measured at amortized cost using the effective interest method less any impairment for the financial assets as described in note 3(f).

##### Derivative

The Company holds derivative financial instruments to manage its interest rate risk exposures. Derivatives are initially recognized at fair value; any directly attributable transaction costs are recognized in the Statement of Comprehensive Income as incurred as a change in interest rate swap. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are recognized in the Statement of Comprehensive Income.

Hedge accounting has not been used in the preparation of these financial statements.

#### b) Revenue recognition

##### Sale and distribution of electricity

The performance obligations for the sale and distribution of electricity are recognized over time using an output method to measure the satisfaction of the performance obligation. The value of the electricity services transferred to the customer is determined on the basis of cyclical meter readings plus estimated customer usage since the last meter reading date to the end of the year and represents the amount that the Company has the right to bill. Revenue includes rates for electricity supplied, distribution, and any other regulatory charges. The related cost of power is recorded on the basis of power used.

For customer billings related to electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties, the Company has determined that it is acting as a principal for these electricity charges and, therefore, has presented electricity revenue on a gross basis.

### 3. Significant accounting policies (continued)

#### b) Revenue recognition (continued)

##### Capital contributions

Developers are required to contribute towards the capital cost of construction of distribution assets in order to provide ongoing service. The developer is not a customer and therefore the contributions are scoped out of IFRS 15 Revenue from Contracts with Customers. Cash contributions received from developers are recorded as deferred revenue and amortized to income on a straight-line basis over the useful life of the related asset.

Certain customers are also required to contribute towards the capital cost of construction of distribution assets in order to provide ongoing service. These contributions fall within the scope of IFRS 15 Revenue from Contracts with Customers. The contributions are received to obtain a connection to the distribution system in order receive ongoing access to electricity. The Company has concluded that the performance obligation is the supply of electricity over the life of the relationship with the customer which is satisfied over time as the customer receives and consumes the electricity. Revenue is recognized on a straight-line basis over the useful life of the related asset.

##### Other revenue

Revenue earned from the provision of services is recognized as the service is rendered.

Government grants and the related performance incentive payments under CDM programs are recognized as revenue in the year when there is reasonable assurance that the program conditions have been satisfied and the payment will be received.

3. Significant accounting policies (continued)

c) Materials and supplies

Materials and supplies, the majority of which are consumed by the Company in the provision of its services, are valued at the lower of cost and net realizable value, with cost being determined on a weighted average basis, and includes expenditures incurred in acquiring the materials and supplies and other costs incurred in bringing them to their existing location and condition.

d) Property, plant and equipment

Items of property, plant and equipment ("PP&E") used in rate-regulated activities and acquired prior to January 1, 2014 are measured at deemed cost, less accumulated depreciation. All other items of PP&E are measured at cost, or, where the item is contributed by customers, its fair value, less accumulated depreciation.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes contracted services, materials and transportation costs, direct labour, overhead costs, borrowing costs and any other costs directly attributable to bringing the asset to a working condition for its intended use.

Borrowing costs on qualifying assets are capitalized as part of the cost of the asset based upon the lower of OEB prescribed rates and the weighted average cost of debt incurred on the Company's borrowings. Qualifying assets are considered to be those that take in excess of 12 months to construct.

When parts of an item of PP&E have different useful lives, they are accounted for as separate items (major components) of PP&E.

When items of PP&E are retired or otherwise disposed of, a gain or loss on disposal is determined by comparing the proceeds from disposal, if any, with the carrying amount of the item and is included in profit or loss.

Major spare parts and standby equipment are recognized as items of PP&E.

3. Significant accounting policies (continued)

d) Property, plant and equipment (continued)

The cost of replacing a part of an item of PP&E is recognized in the net book value of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. In this event, the replaced part of PP&E is written off, and the related gain or loss is included in the Statement of Comprehensive Income. The costs of the day-to-day servicing of PP&E are recognized in the Statement of Comprehensive Income as incurred.

The need to estimate the decommissioning costs at the end of the useful lives of certain assets is reviewed periodically. The Company has concluded it does not have any legal or constructive obligation to remove PP&E.

Depreciation is calculated to write off the cost of items of PP&E using the straight-line method over their estimated useful lives, and is generally recognized in the Statement of Comprehensive Income. Depreciation methods, useful lives, and residual values are reviewed at each reporting date and adjusted prospectively if appropriate. Land is not depreciated. Construction-in-progress assets are not depreciated until the project is complete and the asset is available for use.

The estimated useful lives are as follows:

	Years
Building structures and components	12 - 75
Distribution system and equipment	25 - 60
Substation equipment	15 - 45
Right-of-use land asset	40
System supervisory equipment	8 - 35
Metering devices	15 - 30
Renewable generation assets	20
Automotive equipment	8 - 12
Equipment, tools and furniture	5 - 8
Computer hardware	3 - 5

3. Significant accounting policies (continued)

e) Intangible assets

Intangible assets are measured at cost, less accumulated amortization. Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of intangible assets includes contracted services, direct labour, overhead costs, borrowing costs and any other costs directly attributable to bringing the asset to a working condition for its intended use.

Borrowing costs on qualifying assets are capitalized as part of the cost of the asset based upon the lower of OEB prescribed rates and the weighted average cost of debt incurred on the Company's borrowings. Qualifying assets are considered to be those that take in excess of 12 months to complete.

Payments to obtain rights to access land ("land rights") are classified as intangible assets. These include payments made for easements, right of access and right of use over land for which the Company does not hold title. Land rights are measured at cost less accumulated amortization.

Computer software that is acquired or developed by the Company, including software that is not integral to the functionality of equipment purchased which has finite useful lives, is measured at cost less accumulated amortization.

Capital contributions represent costs incurred and associated with assets that are not owned by the Company. These contributions are incurred where the Company is charged with the responsibility of upgrading assets that the Company does not hold title to. Capital contributions include costs towards the refurbishment and upgrade of a transformer station and wholesale meters. These assets are measured at cost less accumulated amortization.

Intangible assets in progress consist of application software under development at December 31, 2022.

Amortization is recognized in the Statement of Comprehensive Income on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. Amortization methods and useful lives of all intangible assets are reviewed at each reporting date and adjusted prospectively if appropriate.

The estimated useful lives are:

	Years
Capital contributions	30 - 45
Land rights	25
Computer software	3 - 5

3. Significant accounting policies (continued)

f) Impairment

*Financial assets measured at amortized cost*

A financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows from that asset.

An impairment loss is calculated as the difference between an asset's carrying amount and the present value of the estimated future cash flows discounted at the original effective interest rate. Interest on the impaired assets continues to be recognized through the unwinding of the discount. Losses are recognized in the Statement of Comprehensive Income. An impairment loss is reversed through the Statement of Comprehensive Income if the reversal can be related objectively to an event occurring after the impairment loss was recognized.

A loss allowance for expected credit losses on financial assets measured at amortized cost is recognized at the reporting date. The loss allowance is measured at an amount equal to the lifetime expected credit losses for the asset.

*Non-financial assets*

The carrying amounts of the Company's non-financial assets, other than materials and supplies and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit" or "CGU"). The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognized in the Statement of Comprehensive Income.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

### 3. Significant accounting policies (continued)

#### g) Customer and other deposits

Customer and other deposits include cash deposits from electricity distribution customers and retailers to guarantee the payment of energy bills. Interest is paid on customer deposits at the rate of prime less 2% per annum. Deposits from electricity distribution customers are refundable to customers who demonstrate an acceptable level of credit risk as determined by the Company in accordance with policies set out by the OEB, or upon termination of their electricity distribution service.

#### h) Provisions

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

#### i) Regulatory balances

Regulatory deferral account debit balances represent costs incurred in excess of amounts billed to the customer at OEB approved rates. Regulatory deferral account credit balances represent amounts billed to the customer at OEB approved rates in excess of costs incurred by the Company.

Regulatory deferral account debit balances are recognized if it is probable that future billings in an amount at least equal to the deferred cost will result from inclusion of that cost in allowable costs for rate-making purposes. The offsetting amount is recognized in net movement in regulatory balances in the Statement of Comprehensive Income or Other Comprehensive Income ("OCI"). When the customer is billed at rates approved by the OEB for the recovery of the deferred costs, the customer billings are recognized in revenue. The regulatory debit balance is reduced by the amount of these customer billings with the offset to net movement in regulatory balances in the Statement of Comprehensive Income or OCI.

The probability of recovery of the regulatory deferral account debit balances is assessed annually based upon the likelihood that the OEB will approve the change in rates to recover the balance. The assessment of likelihood of recovery is based upon previous decisions made by the OEB for similar circumstances, policies or guidelines issued by the OEB, etc. Any resulting impairment loss is recognized in the Statement of Comprehensive Income in the year incurred.

### 3. Significant accounting policies (continued)

#### i) Regulatory balances (continued)

When the Company is required to refund amounts to ratepayers in the future, the Company recognizes a regulatory deferral account credit balance. The offsetting amount is recognized in net movement in regulatory balances in the Statement of Comprehensive Income or OCI. The amounts returned to the customers are recognized as a reduction of revenue. The credit balance is reduced by the amount of these customer repayments with the offset to net movement in regulatory balances in the Statement of Comprehensive Income or OCI.

#### j) Post-employment benefits

##### *Pension plan*

The Company provides a pension plan for all its full-time employees through Ontario Municipal Employees Retirement System ("OMERS"). OMERS is a multi-employer pension plan which operates as the Ontario Municipal Employees Retirement Fund ("the Fund"), and provides pensions for employees of Ontario municipalities, local boards and public utilities. The Fund is a contributory defined benefit pension plan, which is financed by equal contributions from participating employers and employees, and by the investment earnings of the Fund. To the extent that the Fund finds itself in an under-funded position, additional contribution rates may be assessed to participating employers and members.

OMERS is a defined benefit plan. However, as OMERS does not segregate its pension asset and liability information by individual employers, there is insufficient information available to enable the Company to directly account for the plan. Consequently, the plan has been accounted for as a defined contribution plan. The Company is not responsible for any other contractual obligations other than the contributions. Obligations for contributions to defined contribution pension plans are recognized as an employee benefit expense in the Statement of Comprehensive Income when they are due.

##### *Post-employment benefits, other than pension*

The Company provides some of its retired employees with life insurance and medical benefits beyond those provided by government sponsored plans. The obligations for these post-employment benefit plans are actuarially determined by applying the projected unit credit method and reflect management's best estimate of certain underlying assumptions. Remeasurements of the net defined benefit obligations, including actuarial gains and losses and the return on plan assets (excluding interest), are recognized immediately in OCI. When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognized immediately in the Statement of Comprehensive Income.

### 3. Significant accounting policies (continued)

#### k) Leases

The Company's accounting policy for leases is as follows:

At inception of a contract, the Company assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company has elected to apply the practical expedient to account for each lease component and any non-lease components as a single lease component.

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The assets are depreciated to the earlier of the end of the useful life of the right-of-use asset or the lease term using the straight-line method as this most closely reflects the expected pattern of consumption of the future economic benefits. The lease term includes periods covered by an option to extend if the Company is reasonably certain to exercise that option. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company has elected to apply the practical expedient not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The lease payments associated with these leases is recognized as an expense on a straight-line basis over the lease term.

### 3. Significant accounting policies (continued)

#### l) Software-as-a-Service arrangements

SaaS arrangements are service contracts providing the Company with the right to access the cloud provider's application software over the contract period. Costs incurred to configure or customize, and the ongoing fees to obtain access to the cloud provider's application software, are recognized as operating expenses when the services are received.

Some of these costs incurred are for the development of software code that enhances, modifies, or creates additional capability to existing on-premise systems and meets the definition of and recognition criteria for an intangible asset. These costs are recognized as intangible software assets and amortized over the useful life of the software on a straight-line basis. The useful lives of these assets are reviewed at least at the end of each financial year, and any changes are accounted for prospectively as a change in accounting estimate.

#### m) Finance income and finance expenses

Finance income is recognized as it accrues in the Statement of Comprehensive Income. Finance income comprises interest earned on cash.

Finance expenses comprise interest expense on borrowings and customer deposits. Finance expenses are recognized in the Statement of Comprehensive Income unless they are capitalized as part of the cost of qualifying assets.



### 3. Significant accounting policies (continued)

#### n) Income taxes

The income tax expense comprises current and deferred tax. Income tax expense is recognized in the Statement of Comprehensive Income except to the extent that it relates to items recognized directly in equity, in which case, it is recognized in equity.

The Company is currently exempt from taxes under the Income Tax Act (Canada) and the Ontario Corporations Tax Act (collectively the "Tax Acts"). Under the Electricity Act, 1998, the Company makes payments in lieu of corporate taxes to the Ontario Electricity Financial Corporation ("OEFC"). These payments are calculated in accordance with the rules for computing taxable income and taxable capital and other relevant amounts contained in the Tax Acts as modified by the Electricity Act, 1998, and related regulations. Prior to October 1, 2001, the Company was not subject to income or capital taxes. Payments in lieu of taxes ("PILs") are referred to as income taxes.

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognized in respect of temporary differences between the tax basis of assets and liabilities and their carrying amounts for accounting purposes. Deferred tax assets and liabilities are recognized for unused tax losses, unused tax credits and temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted, at the reporting date.



#### 4. Standards issued not yet adopted

There are new standards, amendments to standards and interpretations which have not been applied in preparing these financial statements. These standards or amendments relate to the measurement and disclosure of financial assets and liabilities. The extent of the impact on adoption of these standards and amendments has not yet been determined.

- i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1)
- ii. Definition of Accounting Estimates (Amendments to IAS 8)
- iii. Disclosure Initiative – Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)

##### i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1):

On January 23, 2020, the IASB issued amendments to IAS 1 Presentation of Financial Statements (the 2020 amendments), to clarify the classification of liabilities as current or non-current. On October 31, 2022, the IASB issued Non-current Liabilities with Covenants (Amendments to IAS 1) (the 2022 amendments), to improve the information a company provides about long-term debt with covenants. The 2020 amendments and the 2022 amendments (collectively “the Amendments”) are effective for annual periods beginning on or after January 1, 2024. Early adoption is permitted. A company that applies the 2020 amendments early is required to also apply the 2022 amendments.

For the purposes of non-current classification, the Amendments removed the requirement for a right to defer settlement or roll over of a liability for at least twelve months to be unconditional. Instead, such a right must exist at the end of the reporting period and have substance. The Amendments reconfirmed that only covenants with which a company must comply on or before the reporting date affect the classification of a liability as current or non-current. Covenants with which a company must comply after the reporting date do not affect a liability’s classification at that date. The Company intends to adopt this standard in its financial statements for the annual period beginning January 1, 2024. The extent of the impact of adoption of the standard has not yet been determined.

##### ii. Definition of Accounting Estimates (Amendments to IAS 8)

On February 12, 2021, the IASB issued Definition of Accounting Estimates (Amendments to IAS 8). The amendments are effective for annual periods beginning on or after January 1, 2023. Early adoption is permitted. The amendments introduce a new definition for accounting estimates, clarifying that they are monetary amounts in the financial statements that are subject to measurement uncertainty. The amendments also clarify the relationship between accounting policies and accounting estimates by specifying that a company develops an accounting estimate to achieve the objective set out by an accounting policy. The Company intends to adopt these standards in its financial statements for the annual period beginning January 1, 2023. The extent of the impact of adoption of the standard has not yet been determined.

#### 4. Standards issued not yet adopted (continued)

##### iii. Disclosure Initiative – Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)

On February 12, 2021, the IASB issued Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements). The amendments are effective for annual periods beginning on or after January 1, 2023. Early adoption is permitted. The amendments help companies provide useful accounting policy disclosures. The key amendments include:

- requiring companies to disclose their material accounting policies rather than their significant accounting policies;
- clarifying that accounting policies related to immaterial transactions, other events or conditions are themselves immaterial and as such need not be disclosed; and
- clarifying that not all accounting policies that relate to material transactions, other events or conditions are themselves material to a company’s financial statements.

The Company intends to adopt these standards in its financial statements for the annual period beginning January 1, 2023. The Company does not expect these standards to have a material impact on the financial statements.

#### 5. Accounts receivable

	2022	2021
Trade receivables	\$ 43,727	\$ 42,326
Unbilled revenue	37,221	35,077
Other	4,992	5,856
Allowance for doubtful accounts	(5,884)	(4,532)
	<u>\$ 80,056</u>	<u>\$ 78,727</u>

Included in accounts receivable is approximately \$13.3 million (December 31, 2021 – \$13.6 million) of customer receivables for water consumption that the Company bills and collects on behalf of the Corporation of the City of London. As the Company does not assume liability for collection of these amounts, any amount relating to water consumption that is determined to be uncollectible is charged to the Corporation of the City of London.

Also, included in the accounts receivable is \$1.4 million (December 31, 2021 – \$1.6 million) of energy, water, and sundry receivables due from the Corporation of the City of London.

#### 6. Materials and supplies

Amounts written down due to obsolescence during the year ended December 31, 2022 was \$0.1 million (December 31, 2021 – \$0.1 million).

## 7. Property, plant and equipment

### a) Cost or deemed cost:

	Land and buildings	Distribution substation equipment	Other distribution equipment	Other equipment	Construction in progress	Total
Balance at January 1, 2021	\$ 21,286	\$ 10,436	\$ 361,845	\$ 30,807	\$ 12,536	\$ 436,910
Additions	638	217	28,322	3,896	332	33,405
Disposals / retirements	(370)	(476)	(1,608)	(1,751)	-	(4,205)
Balance at December 31, 2021	\$ 21,554	\$ 10,177	\$ 388,559	\$ 32,952	\$ 12,868	\$ 466,110
Balance at January 1, 2022	\$ 21,554	\$ 10,177	\$ 388,559	\$ 32,952	\$ 12,868	\$ 466,110
Additions	1,795	277	31,539	3,631	525	37,767
Disposals / retirements	(663)	(164)	(1,585)	(1,246)	-	(3,658)
Balance at December 31, 2022	\$ 22,686	\$ 10,290	\$ 418,513	\$ 35,337	\$ 13,393	\$ 500,219

### b) Accumulated depreciation:

	Land and buildings	Distribution substation equipment	Other distribution equipment	Other equipment	Construction in progress	Total
Balance at January 1, 2021	\$ 4,157	\$ 2,050	\$ 64,554	\$ 13,157	\$ -	\$ 83,918
Depreciation	778	386	12,277	3,228	-	16,669
Disposals / retirements	(335)	(123)	(1,525)	(1,624)	-	(3,607)
Balance at December 31, 2021	\$ 4,600	\$ 2,313	\$ 75,306	\$ 14,761	\$ -	\$ 96,980
Balance at January 1, 2022	\$ 4,600	\$ 2,313	\$ 75,306	\$ 14,761	\$ -	\$ 96,980
Depreciation	763	377	12,835	3,245	-	17,220
Disposals / retirements	(601)	(40)	(1,538)	(1,234)	-	(3,413)
Balance at December 31, 2022	\$ 4,762	\$ 2,650	\$ 86,603	\$ 16,772	\$ -	\$ 110,787

### c) Carrying amounts:

Balance at	Land and buildings	Distribution substation equipment	Other distribution equipment	Other equipment	Construction in progress	Total
December 31, 2021	\$ 16,954	\$ 7,864	\$ 313,253	\$ 18,191	\$ 12,868	\$ 369,130
December 31, 2022	\$ 17,924	\$ 7,640	\$ 331,910	\$ 18,565	\$ 13,393	\$ 389,432

Property, plant and equipment includes a right-of-use asset with a carrying value of \$2.0 million (December 31, 2021 – \$2.1 million) associated with property rented from the City of London with an initial measurement of \$2.3 million, amortized on a straight-line basis over 40 years commencing with the 2018 fiscal year (see Note 15).

## 8. Intangible assets

### a) Cost or deemed cost:

	Land rights	Capital contributions	Computer software	Work in progress	Total
Balance at January 1, 2021	\$ 506	\$ 8,343	\$ 24,735	\$ 931	\$ 34,515
Additions	23	(1,739)	5,004	693	3,981
Disposals / retirements	(78)	-	(4,437)	-	(4,515)
Balance at December 31, 2021	\$ 451	\$ 6,604	\$ 25,302	\$ 1,624	\$ 33,981
Balance at January 1, 2022	\$ 451	\$ 6,604	\$ 25,302	\$ 1,624	\$ 33,981
Additions	341	-	4,478	3,769	8,588
Disposals / retirements	(23)	-	(3,146)	-	(3,169)
Balance at December 31, 2022	\$ 769	\$ 6,604	\$ 26,634	\$ 5,393	\$ 39,400

### b) Accumulated amortization:

	Land rights	Capital contributions	Computer software	Work in progress	Total
Balance at January 1, 2021	\$ 146	\$ 629	\$ 11,026	\$ -	\$ 11,801
Amortization	30	172	5,223	-	5,425
Disposals / retirements	(78)	-	(4,437)	-	(4,515)
Balance at December 31, 2021	\$ 98	\$ 801	\$ 11,812	\$ -	\$ 12,711
Balance at January 1, 2022	\$ 98	\$ 801	\$ 11,812	\$ -	\$ 12,711
Amortization	25	166	5,327	-	5,518
Disposals / retirements	(23)	-	(3,146)	-	(3,169)
Balance at December 31, 2022	\$ 100	\$ 967	\$ 13,993	\$ -	\$ 15,060

### c) Carrying amounts:

Balance at	Land rights	Capital contributions	Computer software	Work in progress	Total
December 31, 2021	\$ 353	\$ 5,803	\$ 13,490	\$ 1,624	\$ 21,270
December 31, 2022	\$ 669	\$ 5,637	\$ 12,641	\$ 5,393	\$ 24,340

9. Income tax expense

Income tax expense (recovery) is comprised of:	2022	2021
Current income tax		
Current year income tax expense	\$ 1,640	\$ 557
Amendment for prior period income tax credits	-	(12)
Adjustment for subsequently enacted legislation	(277)	-
Adjustment for prior period income tax expense	332	-
	1,695	545
Deferred tax		
Change in recognized deductible temporary differences:		
Gain on interest rate swap	7,260	3,682
Corporate minimum tax	(964)	
Property, plant, equipment and intangible assets	2,095	3,055
Post-employment benefits	(10)	(16)
Deferred revenue	392	(692)
	8,773	6,029
Total current and deferred income tax in profit and loss, before movement of regulatory balance	10,468	6,574
Other comprehensive income		
Post-employment benefits	1,375	306
Total current and deferred income tax, before movement of regulatory	11,843	6,880
Net movement in regulatory balances	(3,852)	(2,653)
Income tax expense recognized in the Statement of Comprehensive Income	\$ 7,991	\$ 4,227
<b>Reconciliation of effective tax rate:</b>	<b>2022</b>	<b>2021</b>
Income before taxes	\$ 44,626	\$ 25,836
Canada and Ontario statutory income tax rates	26.5%	26.5%
Expected tax provision on income at statutory rates	11,826	6,847
Increase (decrease) in income taxes resulting from:		
Adjustment for prior years	-	(12)
Net movement in regulatory balances	(3,852)	(2,653)
Other items	17	45
	\$ 7,991	\$ 4,227
<b>Significant components of the Corporation's deferred tax balances:</b>	<b>2022</b>	<b>2021</b>
Property, plant, equipment and intangible assets	\$ (22,965)	\$ (20,870)
Post-employment benefits	2,611	3,976
Deferred revenue	2,208	2,600
Future income taxes to be realized by customers	(18,146)	(14,294)
Corporate minimum tax	964	-
Gain on interest rate swap	(8,749)	(1,489)
	\$ (25,931)	\$ (15,783)

10. Regulatory balances

Reconciliation of the carrying amount for each class of regulatory balances:

Regulatory assets:

Regulatory deferral account debit balances	January 1, 2021	Changes	(Recovery)/reversal	December 31, 2021	Remaining years
Group 1 deferred accounts	\$ 5,400	\$ 2,015	\$ -	\$ 7,415	-
Regulatory settlement account	-	3,833	(2,032)	1,801	0.3
Other regulatory accounts	5,894	(310)	(496)	5,088	-
Income tax	11,641	2,651	-	14,292	-
	\$ 22,935	\$ 8,189	\$ (2,528)	\$ 28,596	

Regulatory deferral account debit balances	January 1, 2022	Changes	(Recovery)/reversal	December 31, 2022	Remaining years
Group 1 deferred accounts	\$ 7,415	\$ 7,115	\$ -	\$ 14,530	-
Regulatory settlement account	1,801	164	(1,678)	287	0.3
Other regulatory accounts	5,088	(3,034)	-	2,054	-
Income tax	14,292	3,852	-	18,144	-
	\$ 28,596	\$ 8,097	\$ (1,678)	\$ 35,015	

Regulatory liabilities:

Regulatory deferral account credit balances	January 1, 2021	Changes	Recovery/(reversal)	December 31, 2021	Remaining years
Other regulatory accounts	\$ 4,182	\$ 1,624	\$ -	\$ 5,806	0.3
	\$ 4,182	\$ 1,624	\$ -	\$ 5,806	

Regulatory deferral account credit balances	January 1, 2022	Changes	Recovery/(reversal)	December 31, 2022	Remaining years
Other regulatory accounts	\$ 5,806	\$ (4,771)	\$ 205	\$ 1,240	-
	\$ 5,806	\$ (4,771)	\$ 205	\$ 1,240	

#### 10. Regulatory balances (continued)

The regulatory balances are recovered or settled through fixed and/or volumetric rate riders approved by the OEB. The volumetric rate riders are determined using estimates of future consumption of electricity by its customers. Future consumption is impacted by various factors including the economy and weather. The Company has received approval from the OEB to establish its regulatory balances. Regulatory balances attract interest at OEB prescribed rates, which are based on Bankers' Acceptances three-month rate plus a spread of 25 basis points. The rate was set at 0.57% in the first quarter, 1.02% in the second quarter, 2.20% in the third quarter and 3.87% in the fourth quarter of 2022 (March, June, September and December 2021 – 0.57%).

##### a) Group 1 deferral accounts

The Group 1 deferral accounts consist of purchased power cost variances including the Smart Metering Entity Charge Variances. As a regulated distributor of electricity, the Company is obligated to provide energy supply to all consumers at regulated or spot rates unless they elect to purchase their energy from an energy retailer. The regulatory framework requires that all energy commodity and non-commodity costs be billed at regulated rates to consumers who are on the Regulated Price Plan.

Variances between purchase costs and amounts billed for electricity are required to be captured in the Retail Settlement Variance Accounts ("RSVA") for disposition through future rate riders. The variance accounts have been further defined by the regulator into commodity and non-commodity accounts. Those accounts defined as commodity accounts are eligible for regulatory review on a quarterly basis. All other accounts are defined as non-commodity and are currently eligible for review on an annual basis.

##### b) Regulatory settlement account

During 2020, the Company filed its 2021 IRM rate application in which it proposed the disposition of its Group 1 account balances as at December 31, 2019 via rate riders. These accounts included amounts accumulated between January 1, 2017 and December 31, 2019, with the exception of the Capacity Based Recovery Amount Variances, which accumulated between January 1, 2016 and December 31, 2019. The Company also proposed the recovery of the LRAMVA balance accumulated between January 1, 2017 and December 31, 2017 via rate riders. The OEB authorized the refund/recovery of these balances over a one-year period commencing May 1, 2021.

#### 10. Regulatory balances (continued)

##### b) Regulatory settlement account (continued)

In February of 2022, the OEB approved the Company's 2022 Cost of Service rate application which included the disposition of its Group 1 account balances as at December 31, 2020 via rate riders. These accounts included amounts accumulated between January 1, 2020 and December 31, 2020. The OEB authorized the refund/recovery of these balances over a one-year period commencing May 1, 2022.

The 2022 Cost of Service rate application also included a request for the disposition of the other regulatory account balances as at December 31, 2020 via rate riders. The LRAMVA balance proposed for recovery accumulated between January 1, 2018 and December 31, 2019. The OEB authorized the refund/recovery of the true-up of the funding of capital projects under the Advanced Capital Module, non-cash OPEB adjustments, Retail Cost Variances, Pole Attachment Revenue variances, tax savings as a result of changes to CCA rates and the LRAMVA balances over a one-year period commencing May 1, 2022.

##### c) Other regulatory accounts

Other regulatory account debit balances include various deferred costs in connection with LRAMVA and Impacts Arising from the COVID-19 Emergency. During 2020, the Company deferred the implementation of its approved rates effective May 1, 2020 until November 1, 2020 due to the COVID-19 emergency. The Company was approved to recover the forgone revenues via rate riders during a six-month period commencing on November 1, 2020.

Distribution revenue repayable to customers representing tax savings as a result of increased capital cost allowance provided for through the Accelerated Investment Incentive introduced in Bill C-97 effective November 2018 is also included in other regulatory account credit balances.

##### d) Income tax

The Company has recognized a regulatory deferral account for the amount of deferred taxes that will ultimately be recovered from/paid back to its customers. This balance will fluctuate as the Company's deferred tax balance fluctuates.

11. Accounts payable and accrued liabilities

	2022	2021
Due to Independent Electricity System Operator	\$ 28,682	\$ 23,979
Harmonized sales tax	962	-
Payroll and benefits payable	4,102	4,371
Other	13,185	9,920
	<u>\$ 46,931</u>	<u>\$ 38,270</u>

12. Deferred revenue

	2022	2021
Capital contributions for completed projects	\$ 36,013	\$ 33,065
Deposits held	11,330	10,737
	<u>47,343</u>	<u>43,802</u>
Less: Current portion	3,058	3,462
	<u>\$ 44,285</u>	<u>\$ 40,340</u>

Capital contributions for completed projects are recognized as revenue on a straight-line basis over the life of the asset for which the contribution was received.

13. Long-term debt

	2022	2021
Unsecured, non-revolving term instalment loan bearing interest at the 7.6 year Bankers' Acceptance rate of 2.5% plus a stamping fee of 0.37%, interest only payments, due June 2022	\$ -	\$ 85,000
Unsecured, non-revolving term instalment loan bearing interest at the 4.4 year Bankers' Acceptance rate of 2.7% plus a stamping fee of 0.28%, interest only payments, due June 2022	-	40,000
Unsecured, non-revolving term instalment loan bearing interest at the 10 year Bankers' Acceptance rate of 1.69% plus a stamping fee of 0.44%, interest only payments, due June 2032	125,000	-
Unsecured, non-revolving term instalment loan bearing interest at the 11.6 year Bankers' Acceptance rate of 1.5% plus a stamping fee of 0.44%, interest only payments, due June 2032	75,000	75,000
	<u>200,000</u>	<u>200,000</u>
Less: current portion	-	125,000
	<u>\$ 200,000</u>	<u>\$ 75,000</u>

The Company had an interest rate swap agreement with the Royal Bank of Canada for an unsecured loan in the amount of \$85 million. Interest only payments were due quarterly and commenced December 2014. The principal was due at maturity on June 30, 2022. The agreement was a fixed rate swap which effectively converted variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 2.46%, plus a stamping fee of 0.37%, for an all-in rate of 2.83%.

The Company had an interest rate swap agreement with the Royal Bank of Canada for an unsecured loan in the amount of \$40 million. Interest only payments were due quarterly and commenced March 2018. The principal was due at maturity on June 30, 2022. The agreement was a fixed rate swap which effectively converted variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 2.7%, plus a stamping fee of 0.28%, for an all-in rate of 2.98%.

The company entered into a futures contract with Toronto Dominion Bank on December 4, 2020 for \$125 million. The contract was converted into a swap agreement on June 30, 2022 to repay the \$40 million and \$85 million Royal Bank of Canada fixed rate swaps that matured June 30, 2022. Interest only payments are due monthly and commenced July 2022. The principal is due at maturity. The swap agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.69%, plus a stamping fee of 0.44%, for an all-in rate of 2.13%.

### 13. Long-term debt (continued)

The Company has an interest rate swap agreement with the Toronto Dominion Bank for an unsecured loan in the amount of \$75 million. Interest only payments are due monthly and commenced December 2020. The principal is due at maturity. The agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.53%, plus a stamping fee of 0.44%, for an all-in rate of 1.97%.

The swap agreements entered into with Royal Bank of Canada and Toronto Dominion Bank do not meet the standard to apply hedge accounting. Accordingly, the interest rate swap contracts are recorded at their fair value at the end of the period with the unrealized gain or loss recorded in the Statements of Comprehensive Income as finance expenses. The unrealized gain for the year ended December 31, 2022 was \$27.4 million (December 31, 2021 – \$13.9 million).

At December 31, 2022, the Company would be entitled to collect \$33.0 million (December 31, 2021 – \$6.7 million) if it decided to cancel the swap agreements with the Toronto Dominion Bank.

During the year ended December 31, 2022, interest on long-term debt was incurred in the amount of \$4.6 million (December 31, 2021 – \$5.1 million).

Reconciliation of opening and closing balances for liabilities from financing activities:

	2022		2021	
Balance, beginning of year	\$	200,000	\$	200,000
Add: Advances		125,000		-
Less: Repayments		125,000		-
		200,000		200,000
Less: Current portion		-		125,000
	\$	200,000	\$	75,000

### 14. Post-employment benefits

#### a) OMERS pension plan

The Company provides a pension plan for its employees through OMERS. The plan is a multi-employer, contributory defined pension plan with equal contributions by the employer and its employees. During the year ended December 31, 2022, the Company made employer contributions of \$3.3 million to OMERS (December 31, 2021 – \$3.2 million), of which \$0.8 million (December 31, 2021 – \$0.8 million) has been capitalized as part of PP&E and the remaining amount of \$2.5 million (December 31, 2021 – \$2.4 million) has been recognized in the Statement of Comprehensive Income. The Company estimates that a contribution of \$3.6 million to OMERS will be made during the next fiscal year.

As at December 31, 2022, OMERS had approximately 559,000 members, of whom 336 are employees of the Company. The most recently available OMERS annual report is for the year ended December 31, 2022, which reported that the plan was 95% funded, with an unfunded liability of \$6.7 billion. This unfunded liability is likely to result in future payments by participating employers and members.

#### b) Post-employment benefits other than pension

The Company pays certain medical and life insurance benefits on behalf of some of its retired employees. The Company recognizes these post-employment benefits in the year in which employees' services were rendered. The Company is recovering its post-employment benefits in rates based on the expense and remeasurements recognized for post-employment benefit plans.

14. Post-employment benefits (continued)

c) Post-employment benefits other than pension (continued)

Reconciliation of the obligation:

	2022	2021
Defined benefit obligation, beginning of year	\$ 15,008	\$ 16,100
Included in profit or loss:		
Current service costs	517	568
Past service costs	-	-
Interest cost	432	386
Other benefits	(33)	(55)
	916	899
Benefits paid	(881)	(838)
	35	61
Actuarial (gains) / losses included in OCI:		
Changes in demographic assumptions	(1,582)	-
Changes in financial assumptions	(3,676)	(1,170)
Effect of experience adjustments	70	17
	(5,188)	(1,153)
Defined benefit obligation, end of year	\$ 9,855	\$ 15,008

Actuarial assumptions:

	2022	2021
Discount (interest) rate	5.1%	3.0%
Salary levels	4.0%	4.0%
Immediate medical costs	4.9%	5.0%
Ultimate medical costs	4.0%	4.0%
Dental cost rate	4.0%	4.0%
Year ultimate rate reached	2040	2040

A 1% increase in the assumed discount rate would result in the defined benefit obligation decreasing by \$1.1 million. A 1% decrease in the assumed discount rate would result in the defined benefits obligation increasing by \$1.1 million.





#### 15. Lease liability

The Company has a lease liability in connection with a right-of-use asset associated with property rented from the City of London included in property, plant and equipment with an initial measurement of \$2.3 million, amortized on a straight-line basis over 40 years commencing with the 2018 fiscal year.

Right-of-use-asset:

	2022		2021	
<b>Cost:</b>				
Balance, beginning of year	\$	2,319	\$	2,319
Balance, end of year	\$	2,319	\$	2,319
<b>Accumulated depreciation:</b>				
Balance, beginning of year	\$	232	\$	174
Depreciation		58		58
Balance, end of year	\$	290	\$	232
<b>Carrying amount</b>	\$	2,029	\$	2,087

Lease liability:

	Future minimum lease payments		Interest		Present value of minimum lease payments	
Less than one year	\$	100	\$	64	\$	36
Between one and five years		400		246		154
More than five years		3,000		1,035		1,965
	\$	3,500	\$	1,345	\$	2,155

#### 16. Share capital

	2022		2021	
Authorized:				
An unlimited number of common shares				
An unlimited number of non-voting, non-cumulative preference shares, redeemable at the paid-up amount				
Issued:				
1,001 common shares	\$	96,116	\$	96,116

#### Dividends

The holder of the common shares is entitled to receive dividends as declared from time to time. On March 22, 2022, the Board of Directors declared a \$5.0 million dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2022. On March 30, 2021, the Board of Directors declared a \$5.0 million dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2021.

#### 17. Revenue from contracts with customers

The Company generates revenue primarily from electricity rates and the distribution of electricity to its customers. These revenues disaggregated by type of customer are illustrated below:

Electricity rates:

	2022		2021	
Residential	\$	145,359	\$	147,012
Commercial		224,852		219,976
Large users		12,003		12,158
Other		2,559		2,755
	\$	384,773	\$	381,901

Distribution revenue:

	2022		2021	
Residential	\$	48,693	\$	47,495
Commercial		24,822		24,006
Large users		514		804
Other		1,306		1,386
	\$	75,335	\$	73,691

18. Other revenue

	2022	2021
City of London services	\$ 4,028	\$ 4,027
Late payment charges	2,503	2,147
Other services, recoveries and sundry revenues	1,423	1,220
Amortization of deferred revenue	938	792
Customer billing service fees	859	934
Pole and other rental income	763	931
Occupancy charges	588	650
Income tax incentive credits	509	590
Sale of scrap	428	1,817
Renewable generation revenue	331	341
Gain (loss) on disposal of property, plant and equipment	111	(102)
	<b>\$ 12,481</b>	<b>\$ 13,347</b>

19. Operating expenses

	2022	2021
Labour and benefits	\$ 29,819	\$ 29,247
Professional services	6,524	6,276
Computer hardware and software	3,963	3,640
Facilities maintenance and repair	1,713	1,609
Rental, regulatory and other expenses	1,702	1,329
Bad debts	1,604	1,305
Property tax and insurance	1,412	1,299
Corporate training and employee expenses	1,216	1,047
Materials and supplies	1,119	1,042
Fleet operations and maintenance	1,119	996
Postage	1,064	1,013
Office equipment services and maintenance	452	417
Allocations to capital and billable activities	(2,320)	(2,111)
	<b>\$ 49,387</b>	<b>\$ 47,109</b>

20. Finance income

	2022	2021
Finance income		
Interest income on bank deposits	\$ (205)	\$ (152)
Finance expenses		
Interest on long-term debt	4,581	5,064
Interest on short-term debt	73	1
Lease liability interest	65	66
Other	72	30
	<b>4,791</b>	<b>5,161</b>
Change in interest rate swap		
Unrealized gain on interest rate swap	(27,397)	(13,896)
<b>Net finance income</b>	<b>\$ (22,811)</b>	<b>\$ (8,887)</b>

21. Due to shareholder

Trade balances due to shareholder:

	2022	2021
Water consumption	\$ 5,307	\$ 5,509
Non-interest bearing trade balance due to shareholder, without stated repayment terms	388	197
	<b>\$ 5,695</b>	<b>\$ 5,706</b>

The Company delivers electricity to the City of London throughout the year for the electricity needs of the City of London and its related organizations. Electricity delivery charges are at prices and under terms approved by the OEB. The Company also provides additional services to the City of London, including water and waste water billing, customer care services and water meter replacement administrative services.

During the year ended December 31, 2022, the Company billed customers for water related service on behalf of the shareholder and remitted funds to the shareholder in the amount of \$200.5 million (December 31, 2021 – \$191.2 million). The shareholder paid \$3.9 million (December 31, 2021 – \$3.9 million) for this service.

During the year ended December 31, 2022, the Company performed water meter data management services on behalf of the shareholder. The shareholder paid \$0.1 million (December 31, 2021 – \$0.1 million) for this service.

## 22. Commitments and contingencies

### General

From time to time, the Company is involved in various litigation matters arising in the ordinary course of its business. The Company has no reason to believe that the outcome of any of these matters could reasonably be expected to have a materially adverse impact on the Company's financial position, results of operations or its ability to carry on any of its business activities.

### General Liability Insurance

The Company is a member of the Municipal Electric Association Reciprocal Insurance Exchange ("MEARIE"). MEARIE is a pooling of public liability insurance risks of many of the LDCs in Ontario. All members of the pool are subjected to assessment for losses experienced by the pool for the years in which they were members, on a pro-rata basis based on the total of their respective service revenues. As at December 31, 2022, no assessments have been made.

### Letters of credit

At December 31, 2022, the Company had provided \$4.3 million (December 31, 2021 – \$4.3 million) in bank standby letters of credit to the IESO.

### Vendor commitments

The Company has commitments in connection with Infrastructure projects of \$0.2 million (2021 - \$nil), Information Systems projects of \$12.0 million (2021 - \$nil) and new vehicle acquisitions of \$1.0 million (2021 – \$0.8 million).

### Operating leases

The Company is committed to lease agreements for various vehicles, equipment and property rights. The future minimum non-cancellable annual lease payments are as follows:

	2022	2021
Less than one year	\$ 221	\$ 309
Between one and five years	486	587
More than five years	117	20
	<b>\$ 824</b>	<b>\$ 916</b>

The Company does not recognize right-of-use assets and lease liabilities for leases of low-value assets or leases with lease terms that are less than 12 months. Lease payments associated with these arrangements are instead recognized as an expense over the term on either a straight-line basis, or another systematic basis if more representative of the pattern of benefit. Operating leases expensed during the year ended December 31, 2022 was of \$0.3 million (2021 – \$0.3 million).

## 23. Joint venture agreement

On January 1, 2013, The Company entered into an agreement with London District Renewable Energy Co-Operative Inc. ("LDREC") to create a joint venture with the legal name "London Renewable Energy Initiative" for the intention of identifying, applying for and constructing solar projects that have been approved under the Feed-in Tariff ("FIT") government program. The Company has a 49% equity interest in LDREC while appointing 60% of the members of the Executive Committee resulting in controlling interest. To date no significant work has been completed and no amounts have been recorded in these financial statements in connection with this venture.

## 24. Financial instruments and risk management

### Fair value disclosure

The carrying values of cash, accounts receivable, due to shareholder and accounts payable and accrued liabilities approximate fair value because of the short maturity of these instruments. The carrying value of the customer deposits approximates fair value because the amounts are payable on demand.

The fair value of the long-term debt at December 31, 2022 is \$168 million (2021 – \$198 million). The fair value is calculated based on the present value of future principal and interest cash flows, discounted at the current rate of interest at the reporting date. The interest rate used to calculate fair value at December 31, 2022 was 4.13% (2021 – 1.41%).

### Financial risks

The Company understands the risks inherent in its business and defines them broadly as anything that could impact its ability to achieve its strategic objectives. The Company's exposure to a variety of risks such as credit risk, interest rate risk, and liquidity risk, as well as related mitigation strategies are discussed below.

#### a) Credit risk

Financial assets carry credit risk that a counter-party will fail to discharge an obligation which would result in a financial loss. Financial assets held by the Company, such as accounts receivable, expose it to credit risk. The Company primarily assesses credit risk exposure by customer segment. Concentrations of consumption by segment or individual customer, may impact risk due to varying energy consumption patterns and allowable security deposit requirements associated with each segment. The Company is not exposed to a significant concentration of credit risk within any customer segment or individual customer. No single customer accounts for revenue in excess of 10% of total revenue.

**24. Financial instruments and risk management (continued)**

a) Credit risk (continued)

The carrying amount of accounts receivable relating to energy sales is reduced through the use of an allowance for impairment and the amount of the related impairment loss is recognized in the Statement of Comprehensive Income within operating expenses. Subsequent recoveries of receivables previously provisioned are credited to operating expenses. The balance of the allowance for impairment loss at December 31, 2022 is \$5.9 million (December 31, 2021 – \$4.5 million). During the year ended December 31, 2022, bad debt expense was \$1.6 million (December 31, 2021 – \$1.3 million).

At December 31, 2022, approximately \$2.4 million (December 31, 2021 – \$1.8 million) is included in the allowance for doubtful accounts for uncollectible amounts relating to water consumption. No uncollectible accounts in connection with water consumption are realized in the Statement of Comprehensive Income since amounts are fully recovered from the City of London.

The Company's credit risk associated with accounts receivable is primarily related to payments from distribution customers. At December 31, 2022, approximately \$5.2 million (December 31, 2021 – \$4.0 million) is considered 60 days past due. The Company has approximately 166 thousand customers, the majority of whom are residential.

By regulation, the Company is responsible for collecting both the distribution and energy portions of the electricity bill. On average, the Company earns 25% of amounts billed to customers with the remaining 75% being collected for other parties. The Company is therefore exposed to a credit risk substantially greater than the income that it regularly earns. Credit risk is managed through collection of security deposits from customers in accordance with directions provided by the OEB. At December 31, 2022, the Company held deposits in the amount of \$1.3 million (December 31, 2021 – \$2.6 million). If presented with substantial credit losses, the Company has the ability to make an application to the regulator for recovery of those losses through distribution rate adjustments in future years.

b) Market risk

Market risks primarily refer to the risk of loss that result from changes in commodity prices, foreign exchange rates, and interest rates. The Company currently does not have significant commodity or foreign exchange risk. The Company is exposed to fluctuations in interest rates as the regulated rate of return for the Company's distribution business is derived using a complex formulaic approach which is in part based on the forecast for long-term Government of Canada bond yields. This rate of return is approved by the OEB as part of the approval of distribution rates. A 1% increase or decrease in the interest rate at December 31, 2022 would have no impact (2021 – \$nil) on interest expense on the long-term debt as all debt instruments are fixed.

**24. Financial instruments and risk management (continued)**

c) Liquidity risk

The Company monitors its liquidity risk to ensure access to sufficient funds to meet operational and investing requirements. The Company's objective is to ensure that sufficient liquidity is on hand to meet obligations as they fall due while minimizing interest exposure. The Company monitors cash balances to ensure that sufficient levels of liquidity are on hand to meet financial commitments as they come due. The majority of accounts payable, as reported on the Statement of Financial Position, are due within 30 days.

The Company has an uncommitted operating revolving line of credit facility of \$20 million with the Toronto Dominion Bank. At December 31, 2022 the amount drawn by the Company under this line of credit was \$1.7 million (December 31, 2021 – \$nil). The line of credit is unsecured and interest is at bank prime rate on prime based borrowings minus 0.5%, or at Bankers' Acceptances ("B/A") rates plus a 0.75% stamping fee on B/A based borrowings.

The Company also has a bilateral facility for \$4.3 million for the purpose of issuing letters of credit mainly to support the prudential requirements of the IESO, of which \$nil has been drawn and posted with the IESO (December 31, 2021 – \$nil).

d) Capital disclosures

The main objectives of the Company, when managing capital, are to ensure ongoing access to funding to maintain and improve the electricity distribution system, compliance with covenants related to its credit facilities, prudent management of its capital structure with regard for recoveries of financing charges permitted by the OEB on its regulated electricity distribution business, and to deliver the appropriate financial returns.

The Company's definition of capital includes shareholder's equity and long-term debt.

	2022	2021
Long-term debt	\$ 200,000	\$ 200,000
Shareholder's equity	223,160	191,525
	\$ 423,160	\$ 391,525

**25. Subsequent event**

On March 30, 2023, the Board of Directors declared a \$5.0 million dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2023.

**2022**

**LONDON HYDRO**

**ANNUAL REPORT**

**ON FINANCE**



**London  
Hydro**

Powering London.  
Empowering You.

111 Horton St., London ON, Canada N6A 4H6 | (519) 661-5503 | [www.londonhydro.com](http://www.londonhydro.com)

**LONDON HYDRO INC.**  
**(the “Corporation”)**

**WHEREAS** subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the “Act”) provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following resolutions, signed by the sole shareholder of the Corporation entitled to vote thereon, are hereby passed pursuant to the provisions of the Act:

**FINANCIAL STATEMENTS**

It is hereby acknowledged that the balance sheet of the Corporation as at December 31, 2022, and the other audited financial statements, together with Auditors’ Report, of the Corporation for the financial year ended on such date have been received by the undersigned shareholder of the Corporation.

**ELECTION OF DIRECTORS**

**WHEREAS** pursuant to an Amended and Restated Shareholder Declaration, as amended (the “**Amended and Restated Shareholder Declaration**”), the board of directors of the Corporation shall consist of seven directors, six of which shall be composed of various classes of directors, each serving for a three-year term, and the seventh member of the fourth class shall serve as the representative of the municipal council of The Corporation of the City of London;

**AND WHEREAS** the terms of the directors that are members of the second class expire at the annual meeting of shareholders held in 2023 pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration;

**NOW THEREFORE BE IT RESOLVED THAT:**

1. Each of the following persons, being directors that are members of the second class pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration, is hereby **elected** as a director of the Corporation to hold office for a term with the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<b><u>Class</u></b>	<b><u>Name of Director</u></b>	<b><u>Term</u></b>
Second	Connie Graham	The close of the annual meeting of shareholders to be held in 2026 for the financial year ending December 31, 2025
Second	Guy Holburn	The close of the annual meeting of shareholders to be held in 2026 for the financial year ending December 31, 2025

**CONFIRMATION OF CONTINUING TERMS**

2. Each of the following persons, being directors that are members of the first, third and fourth class, as provided for below, pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration, are hereby confirmed as having a term continuing until the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<b><u>Class</u></b>	<b><u>Name of Director</u></b>	<b><u>Term</u></b>
First	Vacant	The close of the annual meeting of shareholders to be held in 2025 for the financial year ending December 31, 2024
First	Vacant	The close of the annual meeting of shareholders to be held in 2025 for the financial year ending December 31, 2024
Third	Andrew Hrymak	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Third	Tania Goodine	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Fourth	Corrine Rahman	The term ending November 30, 2026

**RESOLVED THAT:**

KPMG LLP are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders or until a successor is appointed by the shareholder at such remuneration as may be fixed by the directors and the directors are hereby authorized to fix such remuneration.

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Lynne Livingstone  
**Subject:** London & Middlesex Community Housing Inc. 2022 Annual  
General Meeting of the Shareholder Annual Resolutions  
**Date:** June 20, 2023

## Recommendation

That, on the recommendation of the City Manager, the attached proposed by-law (Appendix “A”) entitled “A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc.”, BE INTRODUCED at the Municipal Council meeting to be held on June 27, 2023.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

March 4, 2019 – Strategic Priorities and Policy Committee – Agenda Item #2.2  
April 8, 2019 – Strategic Priorities and Policy Committee – Agenda Items #4.3 and #4.4  
June 24, 2019 – Strategic Priorities and Policy Committee – Agenda Item #3.2  
August 26, 2019 – Strategic Priorities and Policy Committee – Agenda Item #2.2  
September 16, 2019 – Strategic Priorities and Policy Committee – Agenda Item #4.1  
March 31, 2020 – Strategic Priorities and Policy Committee – Agenda Item #2.1  
April 7, 2020 – Strategic Priorities and Policy Committee – Agenda Item #2.1  
December 16, 2020 – Strategic Priorities and Policy Committee – Agenda Item. #3.2  
April 6, 2021 – Strategic Priorities and Policy Committee – Agenda Item #2.3  
June 23, 2021 – Strategic Priorities and Policy Committee – Agenda Item #3.3  
June 22, 2022 – Strategic Priorities and Policy Committee – Agenda Item #3.2

### 2.0 Discussion and Considerations

#### 2.1 2022 Annual General Meeting

At its meeting held April 4, 2023, Municipal Council resolved:

“That the following actions be taken with respect to the 2022 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing:

- a) the 2022 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 20, 2023, for the purpose of receiving the report from the Board of Directors of the London & Middlesex Community Housing in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and,
- b) the City Clerk BE DIRECTED to provide notice of the 2022 Annual Meeting to the Board of Directors for the London & Middlesex Community Housing and to invite the Chair of the Board and the Executive Director of the London & Middlesex Community Housing to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 15, 2023, from P. Chisholm, Chief Executive Officer, London & Middlesex Community Housing, with respect to this matter.”



## **2022 Annual General Meeting**

The London & Middlesex Community Housing Inc. is a corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990 c. B.16. The London & Middlesex Community Housing Inc. is managed by a Board of Directors appointed by The Corporation of the City of London as the sole shareholder.

The attached (Schedule “1”) Annual Resolutions of the Shareholder of the London & Middlesex Community Housing Inc. addresses the following matters that are required to be dealt with at an Annual Meeting as required by the Shareholder’s Declaration and the *Business Corporations Act*:

- a) receipt of the 2022 audited financial statements; and,
- b) appoint an Auditor; and,
- c) election of the directors.

### **2.2 Directors Requiring Election**

The election of one (1) Second Class Director is required, as London and Middlesex Community Housing advised by a letter dated May 19, 2023 that Tammy Brooks has submitted their resignation from the Board. On June 6, 2023 Council directed the Civic Administration to advertise for the tenant position in the usual manner to solicit applications for appointment. London and Middlesex Community Housing has indicated they would like the advertisement to run until August 4, 2023 and they will bring forward a tenant name for consideration to a meeting of the Strategic Priorities and Policy Committee in September 2023.

The attached proposed by-law, which includes the Annual Resolutions of the Shareholder, does not include names of individuals for election as First Class Directors at this time and will be amended to reflect the decision of the Shareholder with respect to that matter.

## **Conclusion**

It is recommended that the attached proposed by-law (Appendix “A”) entitled “A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc.”, BE INTRODUCED at the Municipal Council meeting to be held on June 27, 2023.

**Prepared and Submitted by:** Michael Schulthess, City Clerk  
**Recommended by:** Lynne Livingstone, City Manager

**APPENDIX “A”**

Bill No.  
2023

By-law No. A.-

A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc.

WHEREAS London & Middlesex Community Housing Inc. is incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16 (the “BCA”);

AND WHEREAS subsection 104(1)(b) of the BCA provides that a resolution in writing dealing with all matters required by the BCA to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the BCA relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of London & Middlesex Community Housing Inc.;

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

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

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

1. The Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc. for the fiscal year ended December 31, 2022, attached as Schedule “1” are ratified and confirmed.
2. The Mayor and the City Clerk are authorized to execute the Annual Resolutions of the Shareholder ratified and confirmed under section 1 of this by-law.
3. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on June 27, 2023.

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading – June 27, 2023  
Second Reading – June 27, 2023  
Third Reading – June 27, 2023

**SCHEDULE “1”  
LONDON & MIDDLESEX COMMUNITY HOUSING INC.  
(the “Corporation”)**

WHEREAS subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the “Act”) provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following resolution, signed by the sole shareholder of the Corporation entitled to vote thereon, is hereby passed pursuant to the Act:

**FINANCIAL STATEMENTS**

It is hereby acknowledged that the balance sheet of the Corporation as at December 31, 2022, and the other audited financial statements, together with Auditors’ Report, of the Corporation for the financial year ended on such date have been received by the undersigned shareholder of the Corporation.

**ELECTION OF DIRECTORS**

WHEREAS pursuant to the Declaration of the Sole Shareholder, the board of directors of the Corporation shall consist of eleven directors, eight of which shall be composed of various classes of directors, each serving for a three-year term, the ninth, tenth and eleventh members of the fourth class shall serve as the representatives of the municipal council of The Corporation of the City of London and The Corporation of the County of Middlesex;

AND WHEREAS the terms of the directors that are members of the second class expire at the annual meeting of shareholders held in 2018 pursuant to paragraph 6.2 of the Declaration of the Sole Shareholder;

NOW THEREFORE BE IT RESOLVED THAT:

1. Each of the following persons, being directors that are members of the first class pursuant to paragraph 6.2 of the Declaration of the Sole Shareholder, is hereby **elected** as a director of the Corporation to hold office for a term with the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

Class	Director	Term
Second	Vacant (Tenant)	The close of the annual meeting of the shareholders to be held in 2025 for the financial year ending December 31, 2024

**CONFIRMATION OF CONTINUING TERMS**

2. Each of the following persons, being directors that are members of the first, second, third and fourth class, as provided for below, pursuant to paragraph 6.2 of the Declaration of the Sole Shareholder, is hereby **confirmed** as having a term continuing until the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

Class	Director	Term
First	John Corboy	The close of the annual meeting of the shareholders to be held in 2022 for the financial year ending December 31, 2024
First	Philip Squire	The close of the annual meeting of the shareholders to be held in 2022 for the financial year ending December 31, 2024
Second	Shellie Chowns	The close of the annual meeting of the shareholders to be held in 2025 for the financial year ending December 31, 2024
Third	Cara Awcock (Tenant)	The close of the annual meeting of the shareholders to be held in 2026 for the financial year ending December 31, 2025
Third	Gary Bezaire	The close of the annual meeting of the shareholders to be held in 2026 for the financial year ending December 31, 2025
Fourth	Councillor Hadleigh McAlister	The term ending November 14, 2026
Fourth	Councillor Shawn Lewis	The term ending November 14, 2026
Fourth	Colin Grantham (County of Middlesex)	The term ending November 14, 2026

**APPOINTMENT OF AUDITORS**

4. KPMG LLP are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders or until a successor is appointed by the shareholder at such remuneration as may be fixed by the directors and the directors are hereby authorized to fix such remuneration.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

The Corporation of the City of London

By: \_\_\_\_\_  
Name: Josh Morgan  
Title: Mayor

By: \_\_\_\_\_  
Name: Michael Schulthess  
Title: City Clerk



# BUILDING FOR THE FUTURE

AGM 2022

| City of London, Strategic Priorities & Policy Committee



## WHAT WE'LL COVER

- 01 2022 Overview
- 02 Our Current Focus
- 03 Looking Ahead





135

2022  
**Overview**



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING

311

## Investing in Community

As we look ahead to the future, the importance of investing in our aging assets is clear. With many of our properties reaching 40, 50, or even 60+ years of age, we know that ***it's critical for LMCH to take a proactive approach to investing in our older properties – ensuring they continue to meet the needs of all tenants.***

**Reimagine Southdale** | Aimed at creating a sustainable and inclusive neighbourhood, made significant progress in 2022. LMCH's Board of Directors approved the selected design concept and budget, preliminary drawings were completed, and zoning applications began. Construction is expected to start Fall of 2023.

**Building Renewal** | LMCH is investing in key building systems to ensure ongoing reliability in the coming years. Work on electrical infrastructure at our buildings, replacing generators, and modernizing elevators to ensure key systems are renewed and building life is extended.

**CMHC Repair and Renew** | Energy Management Systems were installed in 7 high-rise sites in 2022. In addition to supporting reduced energy consumption at these buildings, these systems allow LMCH to investigate heating issues remotely and ensure systems are operating as designed.





## Strategic Steps in 2022

### **The 2022 capital year was a year of planning and re-establishing priorities.**

While we completed several important upgrade projects, we also spent considerable time assessing the conditions of our sites, learning where we should most strategically invest for the years ahead.

**Connection of solar walls** | Existing solar walls were connected to our make-up air units, enabling us to take advantage of energy savings.

**Furnace replacements** | In 2022 all of our Southdale and Limberlost units had their furnaces replaced with new, high-efficiency furnaces. These upgrades will increase comfort and save energy and costs.

**Roof condition reports** | A full audit of roof conditions was completed, enabling us to prioritize our investments and proactively replace or repair roofs in the future.

**Generator replacements** | Emergency generator replacements began in 2022 at Walnut, Baseline and Kent. The new generators are powered by natural gas, reducing environmental risk and improving overall resiliency.

**Balcony repairs** | Repairs were made to the balconies at 241 Simcoe, restoring all balconies to like-new condition.

**Accessibility modifications** | Projects to promote independent living were undertaken, including the installation of grab bars, automatic door operators, roll-in showers, and unit entry ramps.

# Housing Stability Case Coordinators

To respond to growing and changing tenant needs, LMCH created three Housing Stability Case Coordinator (HSCC) roles, helping us develop and support an integrated housing stability approach. This approach helps us ensure individuals and families at risk of experiencing homelessness *have access to **the right supports they need** to maintain their tenancies.*



**65**  
HSCC caseload of tenants/families



**25**  
Crisis interventions



**71**  
HSCC intake of tenants/families



**9**  
Successful discharges



**415**  
Home visits



**98%**  
Eviction prevention rate



## Re-Engaging Our Communities

Throughout 2022, as the world began to emerge from the worst of the pandemic, at LMCH we began a renewed effort to *re-engage our communities*, centering tenant needs and giving them the opportunity to share their concerns, ideas, and hopes *directly* with us.

**Community gardens** | Tenants have communicated the desire for community gardens and in 2022, partnering with the City of London, we got to work making that happen — connecting our communities and helping bolster food security.

**Town halls** | Listening to tenants is always a priority, but in 2022 we did it with a renewed sense of intention, hosting town halls at all of our locations. The meetings were well-attended and common themes emerged that we're already beginning to address and that we're actively using to guide our strategic planning.

**Holiday celebrations** | Now that it's safe enough to do so we've started hosting holiday celebrations again, bringing tenants together in positive, celebratory environments that help promote a sense of community.





OUR CURRENT  
**Focus**



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING

316

## Fully utilizing the money available is important for tenants, LMCH, and the City of London.

Ramping up from a \$2 million capital program to an \$8 million capital program has been challenging, resulting in delays with moving projects from approval to completion. In response, we've added staff and are engaging in new ways with consultants. By the end of Q3 2023, we will have *closed out* the majority of 2021 and 2022 projects, and we'll have made *significant progress* on the 2023 capital program.



2022  
Capital Projects



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING

318

## Overview: Capital Projects 2022

**37 active projects** | LMCH worked on and advanced, to varying degrees, 37 active capital projects.

**11% completed** | Of those 37 projects, we've completed 4 of those projects.

**49% in progress** | 49%, 18 specific projects, are currently in progress. In most of these cases, contracts have been awarded and contractors are awaiting delivery of materials to begin work on site.

**22% in engineering / scoping** | 8 projects, 22%, are currently being engineered and/or scoped. These projects include fencing repairs, fire panel/system repairs, stairwell door replacement repairs, make-up air unit replacement, and radiator heating repairs.

**14% under review** | 14%, 5 specific projects, are being reviewed by staff to determine how best to proceed with the work that's needed. These include projects related to garbage infrastructure, a mechanical system audit, and a minor fire alarm upgrade.

## Projects Actively in Progress

### 7 Projects

Elevator  
Modernization

### 4 Projects

Major Electrical  
Upgrades

### 3 Projects

Windows & Doors

### 5 Projects

Roadway &  
Parking Lot Repairs

### 2 Project

Roof Repair /  
Replacement

### 2 Projects

New Playgrounds



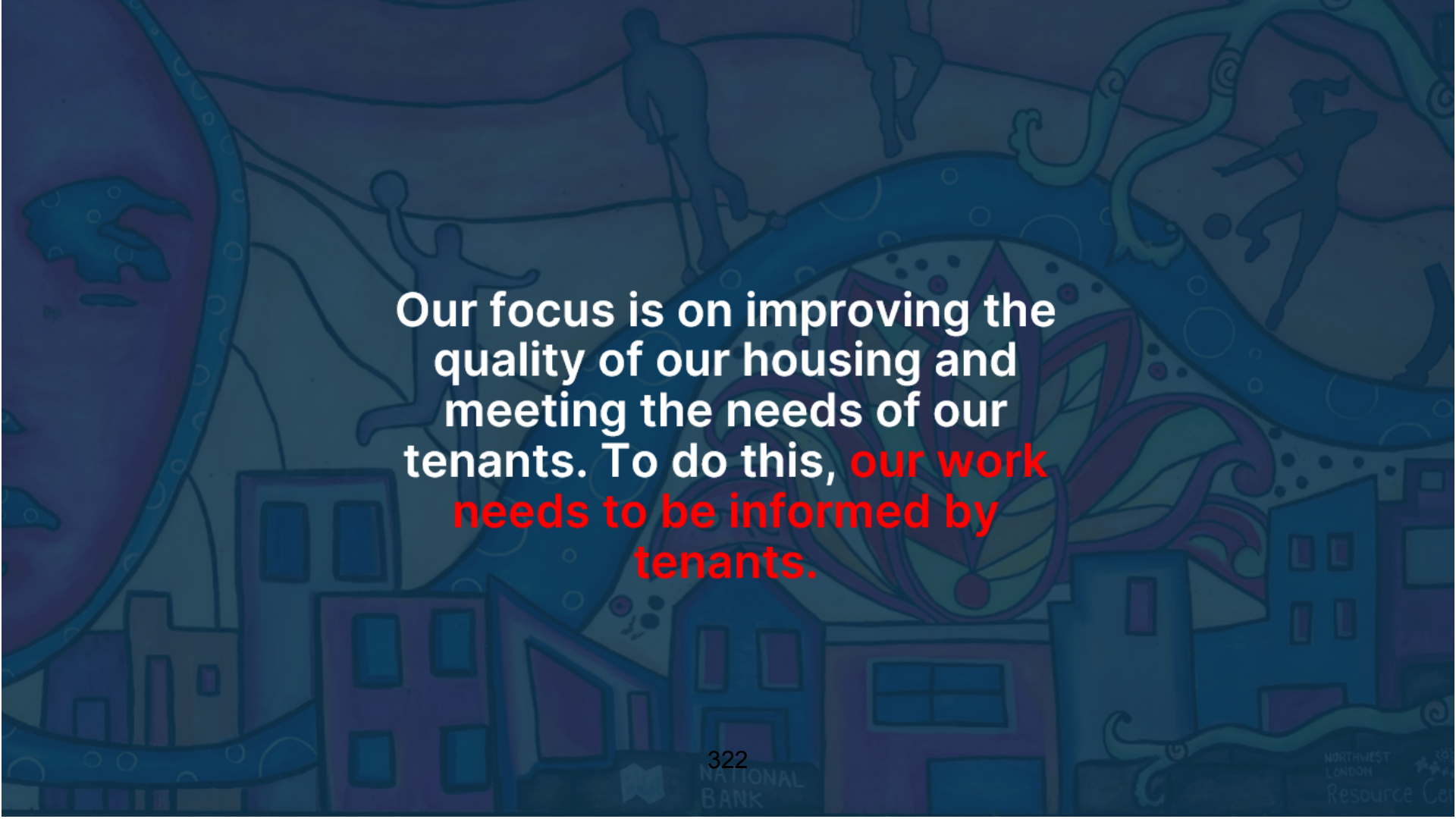


LOOKING  
Ahead



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING

321



Our focus is on improving the quality of our housing and meeting the needs of our tenants. To do this, **our work needs to be informed by tenants.**

## Informed by Stakeholders

**As we've started looking ahead, we've prioritized hearing from all of our stakeholders.** That has meant engaging them, listening to what they have to say, and ensuring the priorities we set through our strategic planning process are *inclusive of the feedback we've received*.

**Tenants** | Throughout 2022, we connected with more than 300 tenants at town halls, hearing their concerns, ideas, and insights into community challenges and aspirations.

**Staff & Board** | Brainstorming sessions and workshops with the LMCH staff and Board of Directors proved instrumental in establishing our priorities as we look ahead.

**Community Partners** | Engaging with community partners, including local organizations and agencies, to understand their needs informed the plan's development and provided crucial feedback to align goals.

**These conversations proved crucial to the development of the following five Strategic Priorities, which are the framework for our 2023 - 2027 Strategic Plan. These conversations will continue as we prioritize our work through the course of the plan.**

# Our Strategic Priorities

## 2023 - 2027

**1. Improving the Tenant Experience** is a priority, ensuring we are responsive and tenants feel comfortable, safe, and supported in their homes.

**2. Developing a Tenant-Centric Service Model**, tailoring services to meet the needs of collective tenants, and actively involving them in decision-making processes.

**3. Investing in our Communities** to create vibrant and thriving neighbourhoods by fostering social connections, supporting local initiatives, and addressing community needs.

**4. Investing in Sustainability** to reduce environmental impact, promote energy efficiency, and create healthier living environments.

**5. Fostering a Healthy Organization** by building a positive and inclusive work culture, ensuring staff members' well-being and professional growth.



---

# Thanks for Your Support



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING

325

Financial Statements of

**LONDON & MIDDLESEX  
COMMUNITY HOUSING INC.**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP  
140 Fullarton Street, Suite 1400  
London ON N6A 5P2  
Canada  
Tel 519 672-4880  
Fax 519 672-5684

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of London & Middlesex Community Housing Inc

### *Opinion*

We have audited the financial statements of London & Middlesex Community Housing Inc. (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of change in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its change in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Page 2

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.





Page 3

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

May 19, 2023

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial Assets</b>		
Cash		
Accounts receivable (note 3)	\$ 1,289,054	\$ 2,924,769
Due from The Corporation of the City of London	2,350,779	1,040,638
	1,349,187	994,867
	4,989,020	4,960,274
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	4,570,862	4,388,588
Tenant advances	874,437	867,371
Unearned miscellaneous revenue	60,818	61,686
CMHC loan (note 8)	771,000	59,267
	6,277,117	5,376,912
Net debt	(1,288,097)	(416,638)
<b>Non-Financial Assets</b>		
Tangible capital assets (note 7)	64,636,161	62,391,137
Prepaid expenses	966,537	806,814
	65,602,698	63,197,951
Commitments (note 5)		
<b>Accumulated surplus (note 10)</b>	<b>\$ 64,314,601</b>	<b>\$ 62,781,313</b>

See accompanying notes to financial statements.

On behalf of the Board:

Director

Director

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

## Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	2022 Budget	2022 Actual	2021 Actual
<b>Revenue:</b>			
Rental revenue	\$ 12,526,837	\$ 13,847,990	\$ 12,217,135
The Corporation of the City of London:			
Rental subsidy	12,094,182	12,094,182	11,690,441
Funding adjustment	—	(16,009)	(158,265)
Business Case 19	1,806,000	1,806,000	1,494,000
Capital funding	—	4,201,132	2,866,758
Business Case 18 Co-investment funding	—	—	449,442
CMHC revenue	—	456,568	37,891
Other	406,391	523,247	391,418
	26,833,410	32,913,110	28,988,820
<b>Expenses:</b>			
Salaries, wages and employee benefits	6,900,485	6,822,096	6,367,014
Maintenance, materials and services:			
Building, general	4,951,929	6,446,480	5,560,180
Grounds	1,225,000	1,429,266	1,306,839
Painting	300,000	259,746	351,828
Other	173,811	187,783	121,975
	6,650,740	8,323,275	7,340,822
Utilities:			
Electricity	1,996,161	1,980,685	1,938,019
Water	1,434,513	1,500,973	1,392,732
Natural gas	970,572	1,068,159	942,303
Energy saving project rebates	—	—	(306,796)
	4,401,246	4,549,817	3,966,258
Amortization	—	2,521,836	2,345,568
Property:			
Municipal taxes	5,388,084	5,285,587	5,117,741
Insurance	882,477	860,366	800,296
Mortgage payments (note 5)	9,275	9,046	55,652
	6,279,836	6,154,999	5,973,689
Administration	2,601,103	3,007,799	2,176,939
Total expenses	26,833,410	31,379,822	28,170,290
Annual surplus	—	1,533,288	818,530
Accumulated surplus, beginning of year	62,781,313	62,781,313	61,962,783
Accumulated surplus, end of year	\$ 62,781,313	\$ 64,314,601	\$ 62,781,313

See accompanying notes to financial statements.

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Changes in Net Debt

Year ended December 31, 2022, with comparative information for 2021

		2022 Budget	2022 Actual	2021 Actual
Annual surplus	\$	–	\$ 1,533,288	\$ 818,530
Acquisition of tangible capital assets		–	(4,766,860)	(2,773,922)
Amortization of tangible capital assets		–	2,521,836	2,345,568
		–	(2,245,024)	(428,354)
Acquisition of prepaid expenses		–	(7,941,654)	(7,575,428)
Use of prepaid expenses		–	7,781,931	7,464,481
		–	(159,723)	(110,947)
Change in net debt		–	(871,459)	279,229
Net debt, beginning of year		(416,638)	(416,638)	(695,866)
Net debt, end of year	\$	(416,638)	\$ (1,288,097)	\$ (416,638)

See accompanying notes to financial statements.

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

## Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 1,533,288	\$ 818,530
Items not involving cash:		
Amortization	2,521,836	2,345,568
Changes in non-cash items:		
Accounts receivable	(1,310,141)	245,554
Prepaid expenses	(159,721)	(110,949)
Due from The Corporation of the City of London	(354,322)	(301,106)
Accounts payable and accrued liabilities	182,274	837,318
Tenant advances	7,066	57,903
Unearned miscellaneous revenue	(868)	(8,696)
	2,419,412	3,884,122
Capital activities:		
Acquisition of tangible capital assets	(4,766,860)	(2,773,922)
Financing activities:		
Issuance of CMHC loan	711,733	59,267
Net (decrease) increase in cash	(1,635,715)	1,169,467
Cash (bank indebtedness), beginning of year	2,924,769	1,755,302
Cash, end of year	\$ 1,289,054	\$ 2,924,769

See accompanying notes to financial statements.

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 1. Incorporation:

London & Middlesex Community Housing Inc. (formerly London & Middlesex Housing Corporation) (the "Corporation") operates housing accommodation primarily for persons of low and moderate income. The Corporation operates 3,282 units throughout The City of London and the County of Middlesex and is 100% owned by The Corporation of the City of London.

## 2. Significant accounting policies:

The financial statements of the Corporation are prepared by management in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Corporation are as follows:

### (a) Tangible capital assets:

- i) Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

<b>Asset</b>	<b>Useful Life - Years</b>
Site improvements	25 - 30
Buildings and improvements	25 - 40
Technology and communications	3
Vehicles	10
Furniture and fixtures	10
Machinery and equipment	25
Appliances	10

One half-year's amortization is charged in the year of acquisition.

### ii) Contributions of capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt.

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2022

---

## 2. Significant accounting policies (continued):

### (b) Revenue recognition:

Rental revenue is recognized at the time the service is provided. Other revenues are recognized when the services are earned.

Government transfer payments are recognized in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end.

### (c) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying value of tangible capital assets and the valuation allowances for receivables. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

### (d) Budget data:

Budget Figures have been provided for comparison purposes. Given differences between the budgeting model and generally accepted accounting principles established by PSAB, certain budgeted amounts have been reclassified to reflect the presentation adopted under PSAB.

### (e) Pension contributions:

The Corporation has a pension agreement with the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer defined contribution benefit plan. The Corporation's costs are the contributions due to the plan in the period.

### (f) Contaminated sites:

Under PS 3260, contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic or radioactive material or live organisms that exceeds the environmental standard. This standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination.

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 2. Significant accounting policies (continued):

(g) Future accounting pronouncements:

(i) Asset retirement obligations:

PS 3280, Asset Retirement Obligations, addresses the recognition, measurement, presentation, and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. This standard is effective for fiscal years beginning on or after April 1, 2022 (the Corporation's December 31, 2023 year-end).

(ii) Financial instruments:

PS 3450, Financial Instruments, establishes the standards on accounting for and reporting all types of financial instruments including derivatives. The effective date of this standard has been deferred and is now effective for fiscal periods beginning on or after April 1, 2022 (the Corporation's December 31, 2023 year-end).

## 3. Accounts receivable:

Accounts receivable recorded on the statement of financial position are composed of the following:

	2022	2021
Rent	\$ 1,811,198	\$ 866,432
Allowance for doubtful accounts	(1,014,699)	(433,746)
Harmonized Sales Tax	620,213	430,837
Sundry	934,067	177,115
	<u>\$ 2,350,779</u>	<u>\$ 1,040,638</u>

## 4. Income producing properties:

The income producing properties held by London & Middlesex Housing Authority and passed through to the Corporation were originally financed by the Province of Ontario through general obligation provincial debentures. At the time of the transfer of ownership the Province did not transfer the responsibility for repayment of these debentures. Accordingly, the value of the provincial debentures associated with them have not been recorded on the Corporation's financial statements.



# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 5. Commitments:

### (a) Debt service payment:

The Corporation is responsible for the debt service payments on one of its properties located on Bella Street in Strathroy, Ontario. These payments of both principal and interest are made directly to the mortgagee and are expensed when incurred. A total of \$9,046 was expensed and paid in 2022 (2021 - \$55,652). The Ontario government is considered to be the holder of this debt, thus no provision has been made in the Corporation's financial statements for the mortgage. This debt was paid in full in 2022.

### (b) Contractual obligations:

The Corporation is committed to the following minimum annual operating lease payments for premises and equipment

2023	\$	601,754
2024		601,754
2025		593,428
2026		151,877

## 6. Pension agreement:

The Corporation makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), a multi-employer plan, on behalf of its employees. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. In 2022 contribution rates are 9.0% for employee earnings below the year's maximum pensionable earnings and 14.6% thereafter. Employee contributions match these rates.

Contributions to OMERS by the Corporation are recognized as an expense in the period they are incurred. A total of \$467,983 was incurred as pension expense in 2022 (2021 - \$442,277).

The last available report for the OMERS plan was on December 31, 2022. At that time, the plan reported a \$6.7 billion actuarial deficit (2021 - \$3.1 billion), based on actuarial liabilities for \$130.3 billion (2021 - \$120.8 billion) and actuarial assets for \$123.6 billion (2021 - \$117.7 billion). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, increases in contributions will be required in the future.

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 7. Tangible capital assets:

Cost	Balance at December 31, 2021	2022 Additions	2022 Disposals	Balance at December 31, 2022
Land	\$ 24,605,751	\$ -	\$ -	\$ 24,605,751
Site improvements	3,672,398	163,573	-	3,835,971
Buildings and improvements	100,820,906	3,528,468	-	104,349,374
Technology and communications	1,726,233	150,294	171,310	1,705,217
Vehicles	48,297	-	-	48,297
Furniture and fixtures	292,385	25,795	-	318,180
Machinery and equipment	3,549,805	767,199	-	4,317,004
Appliances	2,386,264	131,531	-	2,517,795
<b>Total</b>	<b>\$137,102,039</b>	<b>\$ 4,766,860</b>	<b>\$ 171,310</b>	<b>141,697,589</b>

Accumulated amortization	Balance at December 31, 2021	2022 Disposals	2022 Amortization	Balance at December 31, 2022
Land	\$ -	\$ -	\$ -	\$ -
Site improvements	1,981,328	-	86,137	2,067,465
Buildings and improvements	67,489,151	-	1,873,995	69,363,146
Technology and communications	1,281,542	171,310	304,267	1,414,499
Vehicles	45,882	-	2,415	48,297
Furniture and fixtures	174,565	-	27,039	201,604
Machinery and equipment	1,900,023	-	128,874	2,028,897
Appliances	1,838,411	-	99,109	1,937,520
<b>Total</b>	<b>\$ 74,710,902</b>	<b>171,310</b>	<b>2,521,836</b>	<b>\$ 77,061,428</b>

	Net book value December 31, 2021	Net book value December 31, 2022
Land	\$ 24,605,751	\$ 24,605,751
Site improvements	1,691,070	1,768,506
Buildings and improvements	33,331,755	34,986,228
Technology and communications	444,691	290,718
Vehicles	2,415	-
Furniture and fixtures	117,820	116,576
Machinery and equipment	1,649,782	2,288,107
Appliances	547,853	580,275
<b>Total</b>	<b>\$ 62,391,137</b>	<b>\$ 64,636,161</b>

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 8. CMHC credit agreement:

On November 25, 2021, together with the City of London as a guarantor, LMCH entered into a ten-year credit agreement with Canada Mortgage and Housing Corporation (CMHC) to finance repairs and renewal of designated housing units at thirteen sites owned and operated by LMCH. Under the agreement, LMCH will make quarterly drawdowns up to a maximum of \$40,136,090. LMCH plans to draw the full amount by the end of 2027, 39% of the loan will be forgivable. LMCH will be receiving funds in seven tranches each with its specific interest rate. The first Loan Facility was received on December 9, 2021 with the applicable interest rate for a Repayable Loan of 1.84% for the first tranche, second tranche was received in 2022 bear interest of 3.01%. CMHC received funding is allocated to three areas: Energy efficiency, Accessibility and Property Repairs & Renewals. LMCH has an option to extend the term of any of the repayable loans for an additional ten years. At this time the intention is to pay each tranche back to CMHC after the first ten years and waive the option to extend.

	2022		2021	
Repayable Loan Tranche 1	\$	58,336	\$	59,267
Repayable Loan Tranche 2		712,664		-
	\$	771,000	\$	59,267

Forgivable loans in the amount of \$455,638 (2021 - \$37,891) were received during the year and were reflected as CMHC revenue on the statement of operations. Should the Corporation not meet certain requirements throughout the term of the loans they may be required to repay these amounts.

## 9. Capital allotment:

An approved capital allotment is managed by the City of London to finance future capital expenditures. The allotment has not been recognized in these financial statements and will be accounted for as the funds are received and expensed.

	2022		2021	
Opening balance	\$	6,308,910	\$	3,856,956
Contributions during the year		6,525,000		5,614,000
Capital expenditures		(3,426,633)		(3,162,046)
	\$	9,407,277	\$	6,308,910

# LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 10. Accumulated surplus:

	2022	2021
Surplus:		
Business Case 18 Co-investment Funding	\$ 449,440	\$ 449,443
CHMC loan	(771,000)	(59,267)
Invested in tangible capital assets	64,636,161	62,391,137
	<u>\$ 64,314,601</u>	<u>\$ 62,781,313</u>

## 11. Contingencies:

The Corporation is subject to certain actual and potential legal claims, which have arisen in the normal course of operations. It has been determined by management that the outcome of these claims is not determinable at this point and as such no amount has been included in these financial statements.

# BUILDING FOR THE FUTURE

2022 ANNUAL REPORT



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING



## Land Acknowledgement

We acknowledge that we are gathered today on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron.

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee.

This land continues to be home to diverse Indigenous people (First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to society. We hold all that is in the natural world in our highest esteem and give honour to the wonderment of all things within Creation. We bring our minds together as one to share good words, thoughts, feelings and sincerely send them out to each other and to all parts of creation. We are grateful for the natural gifts in our world, and we encourage everyone to be faithful to the natural laws of Creation.

The three Indigenous Nations that are neighbours to London are the Chippewas of the Thames First Nation; Oneida Nation of the Thames; and the Munsee-Delaware Nation who all continue to live as sovereign Nations with individual and unique languages, cultures and customs.

This Land Acknowledgement is a first step towards reconciliation. Awareness means nothing without action. It is important that everyone takes the necessary steps towards decolonizing practices. We encourage everyone to be informed about the traditional lands, Treaties, history, and cultures of the Indigenous people local to their region.

**04**    **Message from Chair & CEO**

**05**    **Mission, Vision, Values**

**06**    **By the Numbers**

**07**    **Impact**

**09**    **For the Future:**  
Reimagining Affordable Housing

**11**    **Project Highlight:**  
Reimagine Southdale

**12**    **Fostering Partnerships**

**14**    **Meeting Tenants Where They're At**

**16**    **Financial Overview**

**18**    **Thank You Message**

**19**    **Our Team**



# Message from Chair & CEO

Looking back on the past year, we are grateful for the opportunities and challenges that have come our way. We remain committed to our mission of providing safe and supportive homes for tenants, and we are proud of the achievements we have made with their help, and the help of our dedicated staff, community partners, and Board of Directors.

One of the highlights of 2022 was the chance to speak directly with our tenants. These conversations are critical to keeping us on track and help shape how we move forward with meeting their needs. Tenant input and feedback provide guidance for the decisions we make, and we value their voices in shaping our organization's future.

LMCH also made significant capital investments to improve our properties. In addition to the work happening behind the walls to modernize our buildings, we're working to make improvements that provide direct benefits to tenants such as new playgrounds for two of our family communities as well as parking lots and walkway paving across LMCH communities, which contributes to a more accessible space for everyone.

This past year, the organization has also been working hard to restart some initiatives, such as holiday celebrations, tenant-led activities, and continuing to support LMCH's very own tenant-led foodbank, the Caring Cupboard. We are proud of the progress we have made and are committed to continuing to collaborate with our partners to make meaningful connections that will better serve our communities.

Moving forward, we are looking ahead to broader investments in LMCH communities, including improving accessibility and much-needed capital repairs. Our focus will be inclusive of delivering on our capital programs and site improvements, while also focusing on improving day-to-day operations and improving service delivery to better meet the needs of our tenants.

Overall, we are excited for what the future holds. With a talented and passionate team, we are confident that we can add significant value in our communities. We remain committed to our core values of excellence, collaboration, and accessibility as we continue to build on our successes, embrace new challenges, and create a brighter future for our tenants and our community.

**Paul Chisholm** | CEO

London and Middlesex Community Housing

*On behalf of the LMCH Board of Directors*





## MISSION

We provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.



## VISION

We envision healthy homes and communities in London and Middlesex. Leading by example, LMCH will help make a difference and positively impact lives using housing as the foundation.



## VALUES

To *Collaborate* and be *Committed* to our mission  
To be *Accountable* and *Accessible*  
To foster *Respect* and be *Responsive*  
To promote *Equity* and pursue *Excellence*

## Who We Serve

\* Inclusive of London & Middlesex County



### Family Communities

\* 858 Total units  
11 Communities



### Adult Communities

\* 1,046 Total units  
12 Buildings



### Senior Communities

\* 1,219 Total units  
9 Buildings



### Scattered Homes

\* 159



### Adult, Senior & Family Communities

32 Buildings



### Total Units

3,282

*This number is inclusive of the above*

## By The Numbers



**355**

New Tenancies



**21,326**

Service Requests in 2022



**328**

Refreshed & Restored Units

**19%** Plumbing

**18%** Pest Control



**527**

Referrals to Partner Agencies

*\*10% of our population*

**12%** Keys and Doors

**8%** Electrical

**43%** Other

## Housing Stability Case Coordinator Statistics

\* Information gathered for 2022



**65**

Caseload of tenants/families



**25**

Crisis interventions



**71**

Intake of tenants/families



**9**

Successful discharges



**415**

Home visits



**98%**

Eviction prevention rate

## We're proud of the work we're doing to improve London and Middlesex Community Housing (LMCH).

Rooted in our mission to provide affordable and safe housing to those who need it most across the London and Middlesex County region, our priority is to ensure the people we serve — our tenants — have access to a comfortable home. ***Because we know that's something everyone deserves.***

With the unfolding of the Covid-19 pandemic, LMCH noted unprecedented changes and challenges for many individuals and households in our communities, resulting in a large increase in the number of tenant concerns rapidly escalating and reaching the point of acutely elevated risk. We began to review available data that demonstrated the growing tenant needs at LMCH. The total number of tenant concerns referred to external resources in 2020 increased by approximately 25% as compared to 2019. This trend continued in 2021, with a nearly 75% increase in referrals over the previous year, and through 2022 this higher level of referrals remained consistent.

To respond to the growing and changing tenant needs, LMCH created three Housing Stability Case Coordinator (HSCC) positions, with a focus on housing stability and tenant retention. The HSCC program works on a referral system with each HSCC having a maximum caseload of 20 individuals they are supporting at any time. ***The introduction of our HSCC role has allowed LMCH to develop and support an integrated housing stability approach, ensuring individuals and families at risk of experiencing homelessness have access to the right supports and services they need to maintain their tenancies.***

Our introduction of this role is in alignment with LMCH's Strategic Plan and the City of London's Strategic Plan 2019-2023, as well as the 2019-2023 Housing Stability Action Plan. We will continue to support the work of our HSCCs and report back on our proactive work to prevent households from experiencing homelessness.





## Reimagining Affordable Housing

As we look ahead to the future, the importance of investing in our aging assets is clear. With many of our properties reaching 40, 50, or even 60+ years of age, we know that ***it's critical for LMCH to take a proactive approach to investing in our older properties — ensuring they continue to meet the needs of all tenants.***

With that being top of mind, throughout the past year at LMCH, we've made significant progress in assessing the state of our properties and developing plans for future renovations and redevelopment. Key aspects of this work have included conducting comprehensive building assessments and looking for additional funding sources, ***but that's not where it ends.*** To fully ensure our assets meet the needs of our tenants, this work has also required us to meet them where they're at, engaging with them directly to understand how the buildings they live in can better serve their needs.

As buildings age, systems wear out and repairs become more frequent and costly. Without proper attention, these issues can lead to serious health and safety concerns for our tenants, detracting from their quality of life. Not only that, but our older properties also limit our capacity to provide a range of accessible housing options that meet the needs of the diverse communities we serve. By reimagining our affordable housing and investing in renovations and redevelopment, we can create more affordable, accessible, and equitable options that serve a wider range of tenants, including those with disabilities or others who have distinct or unique housing needs.

***Because that's what our work is all about.***

With our tenants being at the core of what we do at LMCH, it's crucial that we remain committed to building for the future, and that means investing in our aging assets.

**With a focus on sustainability, inclusivity, and resident engagement, we know that we can create thriving communities for everyone who calls our buildings home.**



## Reimagine Southdale

As we continue to think about the future of affordable housing in London and Middlesex County, along with creating sustainable and inclusive neighbourhoods, we couldn't be more excited about our **Reimagine Southdale project**. By its end, Reimagine Southdale will introduce three new six-storey apartment buildings at Southdale Road and Millbank Drive, helping us better meet the community's need for accessible affordable housing.

Last year was a significant one for Reimagine Southdale. After presenting three design options in the summer of 2022, a final concept was selected and approved by the LMCH Board along with the project's budget, allowing it to move forward without financial constraints.

Throughout the rest of 2022, the project continued to advance, marking major milestones along the way. Preliminary drawings were completed in May, and zoning applications started in September; additionally, the project underwent Site Plan Approval (SPA) consultation with the City of London in November, followed by a Zoning Bylaw Amendment Approval in December.

With a tenant engagement plan that centres decision-making around physical design, shared spaces, amenities, and community partnerships, the project aims to create a sustainable and prosperous neighbourhood that nurtures an inclusive environment for the community. And now, with the design options, budget approval, preliminary drawings, and zoning approval processes all approved in 2022, the project is well on its way to becoming a reality, with construction expected to start Fall 2023.





## Partnerships are crucial to the work we do at LMCH.

From allowing us to better support our tenants through referrals, to helping us secure additional funding for renovations and building updates to make more accessible spaces, our partnerships allow us to continue to support the community.

In 2022, we received over \$40 million in funding through partnerships with the Canadian Mortgage and Housing Corporation (CMHC) and the City of London. This funding is specifically for asset improvements with a focus on Energy Savings, Accessibility, and Property Works criteria.



## Fostering Partnerships

These funds have been and will continue to be used to make important updates that positively impact the health and well being of tenants and the broader community.

Our organization is committed to providing functional and accessible spaces for everyone. With the funding received in 2022, engineers completed accessibility audits at our CMHC properties. We're excited to implement designs that improve accessibility in entrances, parking lots, laundry rooms, lounges, and apartments. We will also roll out mock-up units for modifications over the next three years. These changes will positively impact our tenants and create a more inclusive environment. We're proud to take these steps and will continue making improvements for the community we serve.

With the funding received, we've also installed an Energy Management System (EMS) in 1,454 units across 7 high-rise properties. Eliminating energy waste through automation, the EMS will help us reduce our greenhouse gas emission footprint. Through further upcoming initiatives such as low-flow fixtures, new furnaces, and moving to tankless hot water heaters at selected family sites, ***we'll be one step closer to achieving our 25% energy reduction by 2027 goal — helping create a healthier community for everyone.***

Beyond that, the funding has helped us make improvements to parking lots and pathways in select family communities, with more planned for spring and summer 2023, along with updates to windows, doors, and playgrounds — all providing an exciting boost to the community.

**We value our partnerships so deeply; without them, key updates like these that improve the lives of tenants wouldn't be possible.**

We are grateful for our partnerships with CMHC and the City of London, and we look forward to continuing to work together to make a positive impact.

HASIMA

Selena

Fardah

KUR

Our focus is on improving  
the quality of tenants' lives.  
To do that **effectively** &  
**equitably**, our work needs  
to be informed by them.

NATIONAL  
BANK

### Over the past year, we've prioritized hearing *directly* from our tenants.

While that's something we continually strive to do at LMCH, in 2022 we wanted to do it with a renewed sense of intention. To do that, we hosted a series of town halls at each one of our locations throughout the fall and winter so that tenants could express their thoughts, concerns, and opinions about both their homes and how we're doing.

What we heard during the town halls was important. The people we talked to were deeply engaged, sharing with us the challenges that they face in their day-to-day lives as it relates to their homes — the buildings we manage.

Out of our conversations, some common themes emerged. From pest control, security, and cleanliness to overall building maintenance, opportunities for tenants to be more engaged, and the ways that we communicate, there was so much important feedback that we received and that we've already started to address.

We're deeply grateful that our tenants were so willing to connect with us in person, telling us about the challenges they're facing and how we can do better. Our focus is always on improving the quality of their lives and to do that effectively and equitably, our work needs to be informed by them first and foremost.

Town halls like these are always a valuable experience that we cherish, and we look forward to continuing to prioritize tenant input in our decision-making processes for the rest of the year to come.



# Financial Overview

LMCH achieved a small surplus of \$16,009 in the 2022 fiscal year. Rental revenue increased to \$12.5 million, while municipal base funding rose to \$13.9 million. Building and maintenance expenses increased due to the cost of unit turnovers and necessary site improvements, while utility costs also saw an increase. Cost pressures increased expenses for contracted services, insurance and across the supply chain. Investment in an Energy Management System at seven of our high-rise sites will offset increasing utility costs for 2023 and beyond.

*Despite these challenges, we maintained financial stability while investing in sustainability and our team.* Going forward, we will continue to focus on service improvement and cost containment while delivering on our mission to provide safe and comfortable homes for our tenants.

Operating Revenue	2022	2021
Rental revenue	12,871,113	11,833,049
Municipal base funding	13,900,182	13,184,441
Other	523,246	391,418
<b>Total revenue</b>	<b>27,294,541</b>	<b>25,408,907</b>

## Operating Expenditures

Property taxes, insurance & mortgage	6,238,419	5,984,413
Building, maintenance and repair	7,500,445	6,889,333
Utilities	4,549,817	3,966,258
Administration	2,198,290	2,069,095
Tenant programs	88,987	29,834
Salaries, wages & benefits	6,702,575	6,311,710
<b>Total Expenditure</b>	<b>7,278,532</b>	<b>5,250,642</b>
<b>Net Surplus (deficit)</b>	<b>16,009</b>	<b>158,265</b>

**The 2022 capital year was a year of planning and re-establishing priorities.**

At LMCH, we completed several important upgrade projects but also spent considerable time assessing the condition of our sites. We contracted with several architects and engineers to help identify and prioritize where we should be investing for the years ahead. Below are the details on some of our highest-profile construction projects from 2022.

### Connection of Solar Walls

Solar walls, an energy-saving device that harvests heat from the sun, were installed on several of our buildings in prior years. In 2022 we completed the connection of solar walls to our make-up air units, enabling us to take advantage of this energy-saving initiative.

### Furnace Replacements

All units within our Southdale and Limberlost family sites had their furnaces replaced in 2022. These new high-efficiency furnaces should increase the comfort of occupants and save significant energy and cost.

### Roof Condition Reports

A full audit of the condition of all our roofs was completed. This work will enable us to prioritize our investment and proactively replace our roofs in future years.

### Generator Replacements

Projects to replace the emergency generators at three of our buildings were initiated in 2022. These new generators will be powered by natural gas, rather than diesel, which will improve the resiliency of our sites. Due to long lead times, the generators will be installed in 2023.

### Balcony Repairs

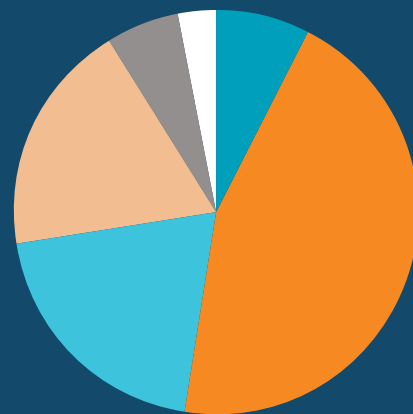
Preventative inspections of the balconies at our Simcoe site revealed some concrete was at risk of failure. We engaged a contractor to restore all balconies to like-new condition and provided new railings for every unit.

### Accessibility Modifications

Projects to promote independent living and increase accessibility were undertaken, including the installation of grab bars, automatic door operators, roll-in showers, and unit entry ramps.

### Total Capital Spend

- Accessibility Modifications - \$255,000
- Electrical, Mechanical, Plumbing - \$1,487,000
- Exterior Improvements - \$660,000
- Interior Improvements - \$617,000
- Building Assessments - \$190,000
- Energy Improvements - \$100,000



### Approved in 2022

Key project that were approved in the last year include:

- Two new playgrounds
- Marconi & Allen Rush paving projects
- New kitchens at Penny Lane
- Roofing Repair at Tecumseh

# Thank You

As we look back on the past year, we are grateful for all the support we have received in helping us achieve our goals. We would like to take this opportunity to express our sincerest thanks to all of those involved for being a part of our journey in *building for the future*.

We are grateful for the multiple funding streams we receive that allow us to carry out our mission. We know that without the support of our community partners, volunteers, and city council, we would not be able to do what we do. Your time and dedication have made a significant impact on the lives of our tenants, and we are so grateful for your support.

To our board of directors, we would like to express our sincere appreciation for your guidance and leadership. Your support has been invaluable in helping us navigate the challenges we face and find solutions to move forward.

Finally, we would like to thank our staff and tenants for their resilience and perseverance throughout the past year. Your commitment to our mission is truly inspiring, and we are grateful for your dedication and hard work.

As we look ahead to the next year, we remain hopeful and optimistic about the future. We know that with the continued support of our community, we can achieve even greater success and make a positive impact on the lives of those we serve.

**Thank you to the London and Middlesex County community, as well as to the following community partners for all you do to help make the work of LMCH possible.**

## **Boys & Girls Club**

### **ELUCO**

*(East London United Church Outreach)*

### **CMHA**

*(Canadian Mental Health Association)*

## **Creative Age Network**

### **EVAH**

*(East Village Annual College)*

## **Fanshawe College**

## **John Howard Society**

## **Kings College**

### **LMHU**

*(Vaccine and Flu Clinics)*

## **London Community Chaplaincy**

## **London Police Services**

## **Mobility 1st**

## **St. Vincent de Paul**

### **VON**

*(Victoria Order of Nurses)*

## 2022 Board of Directors:

**Phil Squire**  
Chair

**Shawn Lewis**  
Director

**Shellie Chowns**  
Director

**Tammy Brooks**  
Director

**Gary Bezaire**  
Director

**John Corboy**  
Director

**Hadleigh McAlister**  
Director

**Mayor Colin Grantham**  
Director

**Ann-Marie Mitchell**  
Director

## LMCH Executive Leadership:

**Paul Chisholm**  
Chief Executive  
Officer

**Andrea Mackenzie**  
Director, Tenant  
Services

**Diana Taplashvily**  
Director, Finance &  
Corporate Services

**Dirk Volschenk**  
Manager, Human  
Resources

**Christine Poirier**  
Senior Manager,  
Property Services

**Trevor Whittingham**  
Senior Manager, Asset  
Management





**London & Middlesex Community Housing**

1299 Oxford St E Unit 5c5,  
London, ON N5Y 4W5

**(519) 434-2765 | [Lmch.ca](http://Lmch.ca)**



## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Lynne Livingstone, City Manager  
**Subject:** Housing Development Corporation, London 2022 Annual  
General Meeting of the Shareholder Annual Resolutions  
**Date:** June 20, 2023

## Recommendation

That, on the recommendation of the City Manager, the Independent Auditor's Report of KPMG LLP for the Shareholder of Housing Development Corporation, London, dated December 31, 2022, BE RECEIVED.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Item #4.1 – Strategic Priorities and Policy Committee – September 16, 2019  
Item #2.8 – Community and Protective Services Committee – December 3, 2019  
Item #2.2 – Strategic Priorities and Policy Committee – April 28, 2020  
Item #3.1 – Strategic Priorities and Policy Committee – June 9, 2020  
Item #2.1 – Strategic Priorities and Policy Committee – March 9, 2021  
Item #2.6 – Community and Protective Services Committee – May 11, 2021  
Item #3.1 – Strategic Priorities and Policy Committee – June 23, 2021  
Item #3.1 – Strategic Priorities and Policy Committee – June 22, 2022

#### 1.2 June 6, 2023 – Municipal Council Resolution

At its meeting held June 6, 2023, Municipal Council resolved:

“That the following actions be taken with respect to the 2022 Annual General Meeting of the Shareholder for the Housing Development Corporation, London (HDC):

- a) the 2022 Annual General Meeting of the Shareholder for the Housing Development Corporation, London (HDC) BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 20, 2023, for the purpose of receiving the report from the Board of Directors of the Housing Development Corporation, London (HDC) in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and,
- b) the City Clerk BE DIRECTED to provide notice of the 2022 Annual Meeting to the Board of Directors for the Housing Development Corporation, London (HDC) and to invite the President and CEO and the Board/Chair to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated May 19, 2023, from M. Feldberg, President and CEO, Housing Development Corporation, London, with respect to this matter.”

## **2.0 Discussion and Considerations**

### **2.1 2022 Annual General Meeting**

The Housing Development Corporation, London (HDC) is a corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990 c. B.16.

In accordance with the *Business Corporations Act*, the Shareholder of HDC is required, at the Annual General meeting, to receive the 2022 audited financial statement for the Corporation. Under separate cover on the June 20, 2023 Strategic Priorities and Policy Committee Agenda is the “Financial Statements of Housing Development Corporation, London, December 31, 2022” submitted by KPMG LLP.

## **Conclusion**

The City Manager recommends that the Independent Auditor’s Report of KPMG LLP for the Shareholder of Housing Development Corporation, London, dated December 31, 2022, be received.

**Prepared and Submitted by: Michael Schulthess, City Clerk**  
**Recommended by: Lynne Livingstone, City Manager**

Financial Statements of

**HOUSING DEVELOPMENT CORPORATION,  
LONDON**

And Independent Auditors' Report thereon

December 31, 2022



KPMG LLP  
140 Fullarton Street, Suite 1400  
London ON N6A 5P2  
Canada  
Tel 519 672-4880  
Fax 519 672-5684

## INDEPENDENT AUDITOR'S REPORT

To the Shareholder of Housing Development Corporation, London

### **Opinion**

We have audited the financial statements of Housing Development Corporation, London (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



Page 2

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

June 5, 2023

**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Statement of Financial Position**  
**December 31, 2022, with comparative information for 2021**

	2022	2021
<b>Financial assets</b>		
Due from the Corporation of the City of London (note 3)	\$ 1,740,869	\$ 6,468,212
Trade and other receivables (note 3)	3,636,448	1,863,613
Loan receivable	240,120	224,842
<b>Total financial assets</b>	<b>5,617,437</b>	<b>8,556,667</b>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities (note 3)	2,135,156	1,797,149
Deferred revenue	382	5,671
Long-term debt (note 4)	-	17,760
<b>Total financial liabilities</b>	<b>2,135,538</b>	<b>1,820,580</b>
<b>Net financial assets</b>	<b>3,481,899</b>	<b>6,736,087</b>
<b>Non-financial assets</b>		
Tangible capital assets (note 5)	34,365,939	21,275,451
Prepaid expenses	4,834	8,321
<b>Total non-financial assets</b>	<b>34,370,773</b>	<b>21,283,772</b>
Commitments (note 10)		
Other matters (note 11)		
<b>Accumulated surplus (note 6)</b>	<b>\$37,852,672</b>	<b>\$28,019,859</b>

The accompanying notes are an integral part of these financial statements.

**HOUSING DEVELOPMENT CORPORATION, LONDON**

**Statement of Operations**

**Year ended December 31, 2022, with comparative information for 2021**

	<b>Budget</b>	<b>2022</b>	<b>2021</b>
	(note 9)		
<b>Revenues</b>			
Transfer payments			
Municipal - the Corporation of the City of London (note 3)	\$ 13,963,521	\$ <b>13,953,415</b>	\$ 18,854,525
Federal	-	<b>13,105</b>	203,733
Property rental income	-	<b>370,625</b>	-
Interest income	150,000	<b>63,867</b>	155,372
<b>Total revenues</b>	<b>14,113,521</b>	<b>14,401,012</b>	<b>19,213,630</b>
<b>Expenses</b>			
Salaries, wages and fringe benefits	82,032	<b>82,032</b>	622,313
Materials and supplies	74,123	<b>237,230</b>	44,949
Contracted services	32,014	<b>199,235</b>	74,613
Office rental expense	32,000	<b>29,024</b>	27,038
External transfers	-	<b>3,734,232</b>	131,060
Amortization of tangible capital assets (note 5)	286,446	<b>286,446</b>	44,599
<b>Total expenses</b>	<b>506,615</b>	<b>4,568,199</b>	<b>944,572</b>
<b>Annual surplus</b>	<b>13,606,906</b>	<b>9,832,813</b>	<b>18,269,058</b>
<b>Accumulated surplus, beginning of year (note 6)</b>	<b>28,019,859</b>	<b>28,019,859</b>	<b>9,750,801</b>
<b>Accumulated surplus, end of year (note 6)</b>	<b>\$ 41,626,765</b>	<b>\$ 37,852,672</b>	<b>\$ 28,019,859</b>

The accompanying notes are an integral part of these financial statements.



**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Statement of Change in Net Financial Assets**  
**Year ended December 31, 2022, with comparative information for 2021**

	<b>Budget</b>	<b>2022</b>	<b>2021</b>
Annual surplus	\$ 13,606,906	\$ 9,832,813	\$ 18,269,058
Acquisition of tangible capital assets	(13,376,933)	<b>(13,376,934)</b>	(18,584,136)
Amortization of tangible capital assets	286,446	<b>286,446</b>	44,599
	516,419	<b>(3,257,675)</b>	(270,479)
Change in prepaid expenses	-	<b>3,487</b>	(474)
<b>Change in net financial assets</b>	516,419	<b>(3,254,188)</b>	(270,953)
<b>Net financial assets, beginning of year</b>	6,736,087	<b>6,736,087</b>	7,007,040
<b>Net financial assets, end of year</b>	\$ 7,252,506	\$ <b>3,481,899</b>	\$ 6,736,087

The accompanying notes are an integral part of these financial statements.

**HOUSING DEVELOPMENT CORPORATION, LONDON****Statement of Cash Flows**

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
<b>Cash provided by (used in)</b>		
<b>Operating activities</b>		
Annual surplus	\$ 9,832,813	\$ 18,269,058
<b>Items not involving cash</b>		
Amortization of tangible capital assets	286,446	44,599
<b>Change in non-cash assets and liabilities</b>		
Due from the Corporation of the City of London	4,727,343	487,140
Prepaid expenses	3,487	(474)
Trade and other receivables	(1,772,835)	(1,693,323)
Accounts payable and accrued liabilities	338,007	1,465,950
Deferred revenue	(5,289)	(2,290)
<b>Net change in cash from operating activities</b>	<b>13,409,972</b>	<b>18,570,660</b>
<b>Capital activities</b>		
Purchase of tangible capital assets	(13,376,934)	(18,584,136)
<b>Net change in cash from capital activities</b>	<b>(13,376,934)</b>	<b>(18,584,136)</b>
<b>Investing activities</b>		
Issuance of loans receivable	(15,278)	(4,284)
<b>Net change in cash from investing activities</b>	<b>(15,278)</b>	<b>(4,284)</b>
<b>Financing activities</b>		
Long-term debt issued (repayments)	(17,760)	17,760
<b>Net change in cash from financing activities</b>	<b>(17,760)</b>	<b>17,760</b>
<b>Net change in cash flows and cash, end of year</b>	<b>\$ -</b>	<b>\$ -</b>

The accompanying notes are an integral part of these financial statements.

**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Notes to Financial Statements**  
**Year ended December 31, 2022**

---

**1. Nature of Reporting Entity**

Housing Development Corporation, London (the “Corporation”) is a municipal services corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990, c.B.16 on October 26, 2015.

The Corporation is a wholly owned subsidiary company of The Corporation of the City of London (the “City”) and is managed by a Board of Directors appointed by the City, as the sole shareholder.

**2. Significant Accounting Policies**

The financial statements of the Corporation are prepared by management, in accordance with Canadian generally accepted accounting principles as defined in the Chartered Professional Accountants (CPA) of Canada Public Sector Handbook – Accounting.

Significant accounting policies are as follows:

**(a) Basis of Accounting**

Sources of financing and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

**(b) Tangible Capital Assets**

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

<b>Asset</b>	<b>Useful Life - Years</b>
Leasehold improvements	Lease term
Building	40
Equipment and furniture	5-10

Annual amortization is charged in the year of acquisition and in the year of disposal using the following rules:

- Leasehold improvements - prorated by month, based on in-service date.
- Building, equipment and furniture - half year rule.

**2. Significant Accounting Policies (continued)**

**(b) Tangible Capital Assets (continued)**

Assets under construction are not amortized until the asset is available for productive use.

**(c) Government Transfers**

Government transfer payments from the City are recognized in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end.

**(d) Use of Estimates**

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the valuation allowances for receivables and useful lives assigned to tangible capital assets.

Actual results could differ from those estimates.

**(e) Budget Figures**

Budget figures have been provided for comparison purposes. Given differences between the budgeting model and generally accepted accounting principles established by the Public Sector Accounting Board ("PSAB"), certain budgeted amounts have been reclassified to reflect the presentation adopted under PSAB.

**(f) Liability for Contaminated Sites**

Under PS 3260, liability for contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. This Standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination.

**2. Significant Accounting Policies (continued)**

**(g) Related Party Disclosures**

Related parties exist when one party has the ability to control or has shared control over another party. Individuals that are key management personnel or close family members may also be related parties.

Disclosure is made when the transactions or events between related parties occur at a value different from what would have been recorded if they were not related and the transactions could have a material financial impact on the financial statements.

**(h) Inter-entity Transactions**

Transactions between related parties are recorded at carrying amounts with the exception of the following:

- Transactions in the normal course of business are recorded at exchange amount.
- Transactions with fair value consideration are recorded at exchange amount.
- Transfer of an asset or liability at nominal or no consideration is recorded by the provider at carrying amount and the recipient has the choice of either carrying amount or fair value.
- Cost allocations are reported using the exchange amount and revenues and expenses are reported on a gross basis.
- Unallocated costs for the provision of goods or services maybe recorded by the provider at cost, fair value or another amount dictated by policy, accountability structure or budget practice.

**(i) Future Accounting Changes**

These standards and amendments were not yet effective for the year ended December 31, 2022, and have therefore not been applied in preparing these financial statements. Management is currently assessing the impact of the following accounting standards updates on the future financial statements.

**(i) Asset Retirement Obligations**

PS 3280, Asset Retirement Obligations, addresses the recognition, measurement, presentation, and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. This standard is effective for fiscal years beginning on or after April 1, 2022 (the Corporation's December 31, 2023 year-end).

**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Notes to Financial Statements (continued)**  
**Year ended December 31, 2022**

---

**2. Significant Accounting Policies (continued)**

**(i) Future Accounting Changes (continued)**

(ii) Financial Statement Presentation

PS 1201, Financial Statement Presentation requires entities to present a new statement of remeasurement gains and losses separate from the consolidated statement of operations and accumulated surplus. This new statement includes unrealized gains and losses arising from remeasurement of financial instruments and items denominated in foreign currencies and any other comprehensive income that arises when a government includes the results of government business enterprises and partnerships. This standard is effective for fiscal years beginning on or after April 1, 2022 and applies when PS 3450, Financial Instruments, and PS 2601, Foreign Currency Translation, and adopted (the Corporation's December 31, 2023 year-end).

(iii) Financial Instruments

PS 3450, Financial Instruments, establishes the standards on accounting for and reporting all types of financial instruments including derivatives. The effective date of this standard has been deferred and is now effective for fiscal periods beginning on or after April 1, 2022 (the Corporation's December 31, 2023 year-end).

(iv) Revenue

PS 3400, Revenue, establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. This standard is effective for fiscal years beginning on or after April 1, 2023 (the Corporation's December 31, 2024 year-end).

### **3. Related Party Transactions**

The City maintains a separate general ledger on behalf of the Corporation. All funds are paid and received through the City's bank account and are held for use by the Corporation.

In accordance with the City of London Council's direction of September 2, 2014, the Corporation has been extended shared services support from the City. The City's support services include information technology, risk management, facility, finance, payroll, purchasing, legal and other administrative services to ensure operational efficiency. The Corporation has also entered into an agreement with the City under which the Corporation reimburses the City for salaries and fringe benefits for employees that provide services on behalf of the Corporation. The Corporation incurred charges of **\$25,000** (2021 - \$183,397) for these services and this expense has been included in the Statement of Operations.

During the year, the Corporation received municipal revenues from the shareholder, as follows:

- Operating appropriation revenue of **\$174,169** (2021 - \$416,409)
- Annual contribution to the affordable housing reserve fund of **\$3,080,000** (2021 - \$2,770,000)
- Administrative fee revenue of **\$nil** (2021 - \$262,160)
- Municipal funding contribution of **\$10,699,246** (2021 - \$15,405,956) towards building construction.

As at December 31, 2022, the Corporation owed the City **\$26,800** (2021 - \$nil), which is included in accounts payable and accrued liabilities along with **\$27,357** (2021 - \$nil), owing to other Boards of the City. Included in trades and other receivables is **\$117,458** (2021 - \$nil) due from other Boards of the City.

**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Notes to Financial Statements (continued)**  
**Year ended December 31, 2022**

---

**4. Long-term Debt**

The Corporation received funding from Canada Mortgage Housing Corporation (CMHC) under the Seed Funding Program, established pursuant to Section 76, of the *National Housing Act*, for the development or implementation of proposals to help increase the supply of affordable housing and to assist the continued viability and affordability of existing projects. The Seed Funding Program offers funding under a grant program as well as a loan program. Under the grant program, the Corporation received \$150,000 in grant revenue in 2021.

The Corporation also received funding in 2021 that is subject to a loan agreement between the Corporation and CMHC, where CMHC agrees to provide a loan up to an amount of \$45,000. In 2021, advances in the amount of \$17,760 had been received by the Corporation. These advances were fully repaid in 2022.

Long-term debt is as follows:

---

	<b>2022</b>	<b>2021</b>
Long-term debt issued by CMHC under Seed Funding Program \$	- \$	17,760

---



**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Notes to Financial Statements (continued)**  
**Year ended December 31, 2022**

**5. Tangible Capital Assets**

<b>Cost</b>	<b>Balance at December 31, 2021</b>	<b>Additions</b>	<b>Disposals</b>	<b>Balance at December 31, 2022</b>
Land	\$ 3,077,342	\$ 549,588	\$ -	\$ 3,626,930
Building	-	18,593,199	-	18,593,199
Leasehold improvements	218,431	-	-	218,431
Equipment and furniture	5,525	274,067	-	279,592
Assets under construction	18,146,061	12,501,026	18,540,946	12,106,141
<b>Total</b>	<b>\$ 21,447,359</b>	<b>\$ 31,917,880</b>	<b>\$ 18,540,946</b>	<b>\$ 34,824,293</b>

<b>Accumulated Amortization</b>	<b>Balance at December 31, 2021</b>	<b>Amortization Expense</b>	<b>Amortization Disposals</b>	<b>Balance at December 31, 2022</b>
Land	\$ -	\$ -	\$ -	\$ -
Building	-	228,336	-	228,336
Leasehold improvements	167,463	43,686	-	211,149
Equipment and furniture	4,445	14,424	-	18,869
Assets under construction	-	-	-	-
<b>Total</b>	<b>\$ 171,908</b>	<b>\$ 286,446</b>	<b>\$ -</b>	<b>\$ 458,354</b>

	<b>Net Book Value December 31, 2021</b>	<b>Net Book Value December 31, 2022</b>
Land	\$ 3,077,342	\$ 3,626,930
Building	-	18,364,863
Leasehold improvements	50,968	7,282
Equipment and furniture	1,080	260,723
Assets under construction	18,146,061	12,106,141
<b>Total</b>	<b>\$ 21,275,451</b>	<b>\$ 34,365,939</b>

**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Notes to Financial Statements (continued)**  
**Year ended December 31, 2022**

**6. Accumulated Surplus**

Accumulated surplus consists of the following:

	2022	2021
<b>Surplus</b>		
Invested in tangible capital assets	\$ 34,365,939	\$ 21,275,451
<b>Reserve funds set aside for specific purpose by the Board</b>		
Future affordable housing (note 7)	3,486,633	6,744,308
<b>Share capital</b>		
100 Class A common shares (note 8)	100	100
	<b>\$ 37,852,672</b>	<b>\$ 28,019,859</b>

**7. Analysis of Reserve Fund**

	2022	2021
<b>Reserve fund for future affordable housing:</b>		
Balance, beginning of year	\$ 6,744,308	\$ 7,147,145
Interest earned	63,867	155,372
Contributions from current operations:		
Annual	3,080,000	2,770,000
Additional one-time from City of London	273	-
Transfers to current operations	(3,734,233)	(136,927)
Transfers to capital operations:		
Development of land for future use	(2,667,582)	(3,191,282)
<b>Balance, end of year</b>	<b>\$ 3,486,633</b>	<b>\$ 6,744,308</b>

	2022	2021
<b>Comprised of:</b>		
Contributions from the City of London, stipulated for use in future affordable housing projects	\$ 3,191,739	\$ 6,449,687
Accumulated operating surpluses held for future administration expenses	294,894	294,621
<b>Balance, end of year</b>	<b>\$ 3,486,633</b>	<b>\$ 6,744,308</b>

**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Notes to Financial Statements (continued)**  
**Year ended December 31, 2022**

**8. Share Capital**

	<b>2022</b>	<b>2021</b>
<b>Authorized:</b>		
An unlimited number of Class A common shares		
An unlimited number of Class B common shares		
An unlimited number of Class C common shares		
An unlimited number of non-cumulative, redeemable, voting Class A Special shares		
An unlimited number of non-cumulative, redeemable, voting Class B Special shares		
An unlimited number of non-cumulative, redeemable, voting Class C Special shares		
An unlimited number of non-cumulative, redeemable, voting Class D Special shares		
An unlimited number of non-cumulative, redeemable, voting Class E Special shares		
<b>Issued:</b>		
100 Class A common shares	<b>\$ 100</b>	<b>\$ 100</b>

**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Notes to Financial Statements (continued)**  
**Year ended December 31, 2022**

**9. Budget Data**

Budget data presented in these financial statements are based upon the 2022 operating budget approved by the Board. Adjustments to budgeted values were required to provide comparative budget values based on the full accrual basis of accounting. These adjustments include revenues and expenses which were budgeted in the capital budget and amortization. Given that certain budget information is not available in full accrual format, the assumption of using budget adjustments that equal the actual full accrual adjustments was used. These full accrual budget estimates are for financial statement presentation only.

The chart below reconciles the approved budget with the budget figures as presented in these financial statements.

	<b>Budget</b>
<b>Revenues</b>	
Municipal revenue – The Corporation of the City of London	\$ 3,927,453
Municipal revenue – Transfers from capital and reserve fund	46,000
Government grants	2,000
<b>Total Revenues</b>	<b>3,975,453</b>
<b>Expenses</b>	
Personnel costs	528,510
Administrative expenses	46,950
Financial expenses - Transfers to reserve fund	3,080,000
Purchased services	108,088
Materials and supplies	11,760
Furniture and equipment	15,000
Recovered expenses	185,145
<b>Total expenses</b>	<b>3,975,453</b>
<b>Net surplus as per approved budget</b>	<b>-</b>
<b>PSAB reporting requirements and Budget adjustments:</b>	
Capital program funding earned in year	10,709,352
Decrease in transfers to (from) capital and reserve fund	3,034,000
Increase in amorization	(286,446)
Increase in interest income - reserve fund	150,000
<b>Net PSAB budget surplus as per financial statements</b>	<b>\$ 13,606,906</b>

**HOUSING DEVELOPMENT CORPORATION, LONDON**  
**Notes to Financial Statements (continued)**  
**Year ended December 31, 2022**

---

**10. Commitments**

- (a) The City is responsible for the delivery and administration of affordable housing programs in the City of London and the County of Middlesex. The City has delegated responsibilities for the administration and development activities for capital development within the Rental Housing Component to the Corporation.

Under this delegated authority, the Corporation has entered into various Municipal Contribution Agreements related to Affordable Housing Programs. The agreements are between the Corporation, the City and the successful proponent, who is selected through a procurement process. The agreements establish the proponent's obligations with respect to the program and the Corporation's and City's obligation to provide funding to the proponent.

As at December 31, 2022, the Corporation has outstanding commitments remaining on these agreements of **\$618,625** (2021 - \$629,475).

- (b) The Corporation is committed to the following minimum annual operating lease payments for premises as follows:

---

2023	\$	4,000
<b>Total</b>	<b>\$</b>	<b>4,000</b>

---

**11. Other matters**

The Corporation of the City of London (City), the sole shareholder of the Corporation, has undertaken resolutions to direct the transition of the affordable housing portfolio of the Housing Development Corporation, London into the City's corporate structure, including the Corporation's staff and business operations. At its Municipal Council meeting on March 23, 2021, the City resolved to have Civic Administration work and report back on the recommendations to winding up the Corporation when it has been confirmed that all commitments and functions of the Corporation have been assumed by the City.



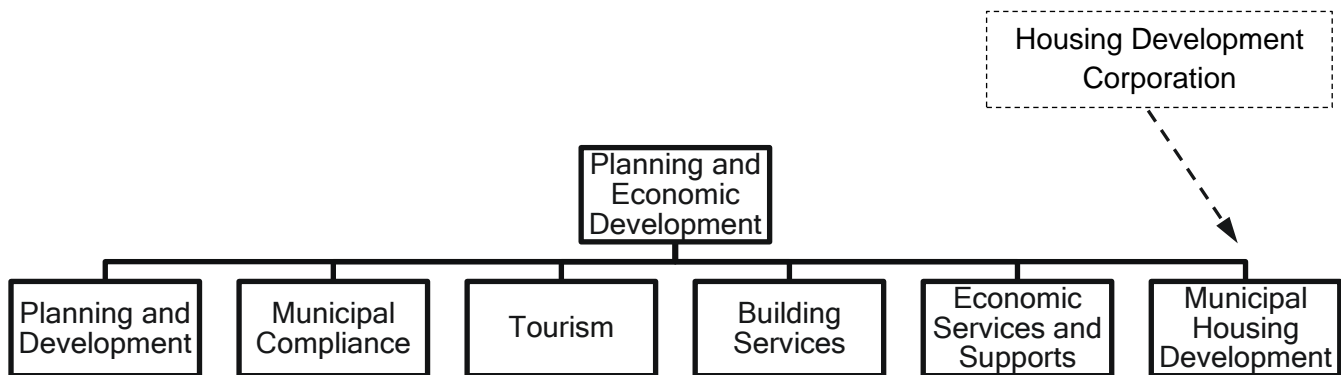
# 2022 YEAR END REPORT TO SHAREHOLDER

---

Housing Development  
Corporation, London

# 2022 Housing Development Corporation, London Shareholder Update

This report provides a comprehensive overview of the Housing Development Corporation's (HDC) accomplishments, strategic progress, and prospects during the past year. All of the activities were shaped by the March 9, 2021 Strategic Policy and Priorities Committee report outlining the transition plan for the HDC. Effective April 2022, the HDC staff and organizational resources have been transitioned to the structure within the Corporation of the City of London's Planning and Economic Development service area, under the guidance of Municipal Housing Development.



In 2022 the activities of the HDC continued to be guided by the shareholder's strategic areas of focus through the Council approved Housing Stability Action Plan:

1. Respond to the homelessness crisis.
2. Create more housing stock.
  - Attracting new and engaging current partners towards affordable housing solutions.
3. Provide housing supports.
  - Increasing supportive and specialized housing options
4. Transform the service system.

In addition to these works, a significant component of the effort in 2022 was to ensure alignment with Council's direction on the transition and the HDC's corporate responsibility. The HDC still retains real property and the typical activities of the Board included granting authority to enter into contractual obligations associated with those properties. Additionally, a significant effort

was contained in supporting the annual financial audit by KPMG, with assistance from City-staff in Financial Services.

### **Dissolving Housing Development Corporation, London**

As outlined in the recommendation at the March 9, 2021 Strategic Priorities and Policy Committee:

That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, the Managing Director, Corporate Services and the City Treasurer, Chief Financial Officer, and concurrence of the Managing Director, Corporate Services and City Solicitor that the following actions be taken with respect to the proposed restructuring of the Housing Development Corporation, London (HDC), next steps and timelines;

- a) That, the report dated March 9, 2021 titled “Transition Plan Progress Report – Housing Development Corporation, London (HDC)”, **BE RECEIVED**; and
- b) That, the Civic Administration to **BE DIRECTED** work and report back on the recommendations to winding up the Housing Development Corporation, (HDC) London when it has been confirmed that all commitments and functions of the HDC have been assumed by the City.

As of May 2023, City staff have begun the activities associated with developing the necessary bylaws and documentation to dissolve the HDC. Legal and procedural resources, along with the input of former staff have been retained in order to develop a comprehensive strategy to integrate the housing portfolio into City of London’s corporate structure. In addition, Civic Administration was directed to undertake all other actions required to support the recommendations and ensure consistency with the City’s Service Manager legislated responsibility.

The typical activities associated with developing the wind-down strategy are:

- Transfer and assign any existing HDC agreements to the City.
- Transfer any real property to the City.
- Review and align any procurement, administrative or procedural policies with those of the City.
- Ensure all necessary obligations of the HDC are transferred to the City.
- Provide recommendations on all necessary bylaws, outstanding financial matters, etc.

The wind-down strategy is anticipated to be presented to Council in the Fall of 2023, with the intention of completing all necessary transactions prior to December 31, 2023.



## Financial Statements of HDC, December 31, 2022

The financial statements of Housing Development Corporation, London as of December 31, 2022, were audited by our external auditor KPMG. These statements provide a snapshot of HDC's financial performance and position, reflecting the organization's dedication to fiscal responsibility, sustainable growth, and value creation for stakeholders.

The outcomes of KPMG's Audit Findings Report provided a comprehensive assessment of HDC's financial records, highlighting the organization's strong financial controls and adherence to industry best practices.

The audit returned a “clean” result as outlined below:

- There were no uncorrected audit misstatements noted.
- There were no significant unusual transactions.
- There were no issues to the alleged fraud risk from management overriding controls.
- There were no any control deficiencies that identified to be substantial.

### Accumulated Surplus:

This is the total amount of assets, both financial and non-financial, less any liabilities of the local government.

- HDC had accumulated a surplus of \$37.8 million.
  1. \$34.3 Million - investment in tangible capital assets for 122 Baseline Rd. and 403 Thompson Rd.
  2. \$3.5 million - reserve funds set aside for future affordable housing.

### Future activities of the HDC:

- Self-assessment of HST for 122 Base Line based on the Fair Market Value of the building.
  - The accrual of HST has been estimated of \$336,529.
- The similar exercise will also be done for the 403 Thomson within 2-years of receiving occupancy status for the Chief Building Official.

## HDC Activities in 2022

The activities of the HDC in 2022 contributed towards implementing the vision, goals, and objectives of the HSAP. These activities also made progress towards the stated targets identified in Council's Roadmap to 3,000 Affordable Units.

Highlighted activities of the HDC in 2022 include:

- Bonus zoning
- 1697 Highbury Avenue partnership with Habitat for Humanity
- 122 Baseline Road West
- 403 Thompson Road
- 345 Sylvan Street
- 18 Elm Street
- 1958 Duluth Avenue

### **Bonusing Zoning**

Bonusing was a planning tool enabling municipalities to advance public facilities, services or matters in exchange for additional height and density than would otherwise be permitted in zoning. Following the approval of Bill 23 in late 2022, this tool no longer exists, however existing Bonus Zones have been grandfathered and the commensurate benefits have been retained on the property.

Since 2018 HDC's recommendations to Council have resulted in 32 approved bonus zones requiring the provision (at time of development) of a total of 381 affordable rental units. During 2022 Council approved 13 affordable housing bonus zones totaling 167 future rental units at varying depths and periods of affordability.

#### **1697 Highbury Avenue, Habitat for Humanity**

Through the Housing Partnership with Habitat for Humanity, which provides funding to non-profit organizations developing affordable housing to assist in off-setting municipal fees associated with development, HDC was able to support 20 stacked townhome units at 1697 Highbury Avenue through Habitat for Humanity. Habitat is also working with the City's Housing Stability Services team to match eligible families from the coordinated access list. Site plan approval was granted in 2022 and building permits are currently under review.

#### **122 Baseline Road West**

Through an HDC and City-led operations team including London & Middlesex Community Housing as the property manager, clients from the City's housing waitlists were matched through the Housing Stability Services to the building.

The first move-ins took place between February and March 2022 and the building has had few unit turnovers in its first year of operations.



Figure 1 - Photo of 122 Baseline Rd. West

### 403 Thompson Road

The former vacant municipal lands site at 403 Thompson Road became the City's second municipal affordable housing development, funded in part through the Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative (RHI) Cities Stream Funding Program. In accordance with the CMHC RHI agreements, the Thompson affordable housing development was completed on-time and on-budget.

In alignment with the City's Whole of the Community Response, the recently completed affordable housing development at 403 Thompson was identified as an immediate opportunity to provide for 44 of the City's 100-unit target, this year.

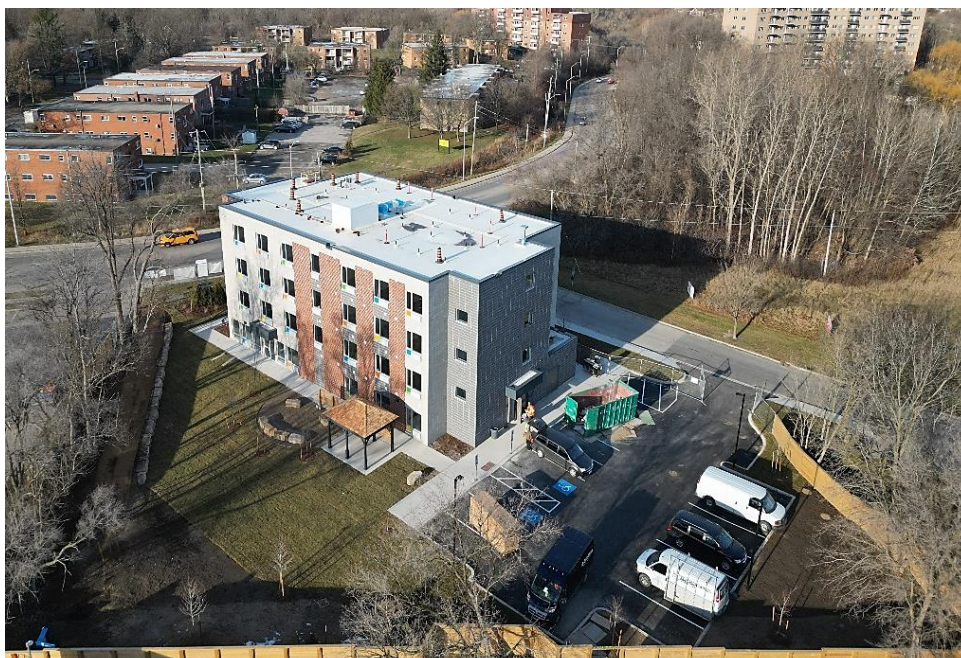


Figure 2 – Photo of 403 Thompson Road late in 2022.

### 345 Sylvan Street

City Council delegated authority to HDC to act as its agent to advance the development plans. HDC managed the demolition, design development, planning permissions, and the site plan approvals until April 2022 when these activities were transitioned with staff into Municipal Housing Development (MHD). This 3-storey, 42-unit project received Rapid Housing Initiative funding for the CMHC's Round 3 program and broke ground in the Spring of 2023.



Figure 3 Rendered image of front elevation and entrance.



Figure 4 Rendered image of side / rear yard greenspace.



Figure 5 Rendering of typical kitchen and unit for Baseline, Thompson and Sylvan.

### 18 Elm Street

In 2022, the MHD and HDC continued work with Ontario Aboriginal Housing Services to advance an Indigenous-led, 42-unit, mixed-use affordable housing development on a former surplus school site located at 18 Elm St. The project will provide for a mix of unit configurations, consisting of one-, two-, three-, and four-bedroom units and the building will provide for a small-scale community facility and childcare space on the ground floor.



*Figure 3 Rendered image looking southeast along Elm Street.*



*Figure 4 Rendered image view looking west into the outdoor amenity space.*

## **1958 Duluth Crescent**

In 2022, plans to advance a proposed Draft Plan of Subdivision on a former surplus school site located at 1958 Duluth Crescent continued to advance, including additional due diligence work and preliminary engineering.

The proposed subdivision layout and supporting municipal infrastructure, including the 2 single family lots, 14 freehold townhouse lots, 3 medium density multi-family residential blocks, a parkland block, and the extension of Duluth Crescent to Admiral Drive is now established and a conceptual site plan for each of the subdivided lots and blocks is also complete.

## 2015 - 2022 Affordable Housing Development Updates through HDC

The following outlines the number of affordable units secured through various partnerships and collaborations with various affordable housing providers.

<b>Address</b>	<b>Affordable Units</b>	<b>Year Approved</b>	<b>Status</b>
<b>228-230 Dundas Street</b>	33	2015	Completed and renting in 2021
<b>516 Albert St., Strathroy 1822039 Ontario Ltd.</b>	27	2016	Completed and renting in 2018
<b>27 Centre St. Escalade Property Corp.</b>	46	2016	Completed and renting in 2018
<b>356 Dundas St Indwell Community Homes</b>	50	2016	Completed and renting in 2019
<b>770 Whetter Ave. Homes Unlimited Inc.</b>	50	2017	Completed and renting in 2019
<b>25 Centre St. Escalade Property Corp.</b>	45	2017	Completed and renting in 2021
<b>1045 Dundas St. London Affordable Housing Foundation</b>	41	2018	Completed and renting in 2020
<b>1090 Hamilton Rd. Italian Seniors Project</b>	54	2018	Completed and renting in 2020
<b>440 Clarke Rd. Zerin Development Corp.</b>	33	2019	Completed and renting in 2021
<b>329-331 Richmond St. Youth Opportunities Unlimited</b>	35	2019	Projected completion in 2024
<b>122 Baseline Road W. City and HDC</b>	61	2022	Completed and renting in 2022
<b>TOTAL</b>	<b>475</b>		

### Future Affordable Housing Development Updates through HDC

The following represents the projects that HDC and MHD actively worked on in 2022. These projects represent future affordable housing units in the London market.

<b>Address</b>	<b>Units</b>	<b>Comments</b>
<b>345 Sylvan St.</b>	42	<b>Acted as the development consultant on behalf of the City. RHI#3 funding now in-place, construction led by MHD.</b>
<b>403 Thompson Road</b>	44	<b>Construction Completed. Rent-up anticipated to be completed by the end of October 2023</b>
<b>18 Elm Street</b>	42	<b>Construction anticipated to commence in Q3-2023</b>
<b>1958 Duluth Crescent</b>	+200	<b>Plan of subdivision and zoning by-law amendment to be submitted in 2023</b>
<b>1697 Highbury Ave Habitat for Humanity</b>	20	<b>Site plan granted in 2022. Building permits are currently under review.</b>
<b>TOTAL</b>	<b>348</b>	

## Report to Strategic Priorities & Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**

**From:** Scott Mathers P. Eng.,  
**Deputy City Manager, Planning and Economic Development**

**Subject:** 2024 Growth Management Implementation Strategy (GMIS)  
**Update**

**Date:** Public Participation Meeting on June 20, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development regarding the implementation of the London Plan growth management policies applicable to the financing of growth-related infrastructure works, the following actions be taken:

- a) the 2024 Growth Management Implementation Strategy Update **BE APPROVED** as attached in Appendix 'B'; it being noted that:
  - a. Sunningdale SWMF E1 will be rescheduled from 2022 to 2024;
  - b. White Oaks SWMF 3 – West will be rescheduled from 2022 to 2024;
  - c. Stoney Creek SWM 10 will be rescheduled from 2027 to 2028;
  - d. Kilally (A30) Growth Area – Kilally Water (Phase 2, Webster St. to Clarke Rd.) will be rescheduled from 2023 to 2024; and
  - e. IT BEING FURTHER NOTED that further review with the development industry will take place to address housing supply opportunities in the Northeast GMIS Area/Kilally Road area.
- b) The Capital Budget **BE ADJUSTED** to reflect the timing changes associated with the projects noted in clause (a) above.

## Executive Summary

The Growth Management Implementation Strategy (GMIS) is an important tool for Council to coordinate growth infrastructure with development approvals and correspond with the pace of growth across the city, while maintaining an acceptable financial position. It allows for timing adjustments to Development Charge (DC)-funded projects between DC background studies and is updated annually to ensure project timing continues to align the pace of development while ensuring financial sustainability.

The scope of the 2024 GMIS's analysis focuses on all projects that will directly impact specific subdivision or site plan applications. The attached tables and figures outline the timing of key growth-related infrastructure projects needed to facilitate development. Council's adopted Project Evaluation Framework is used to review future infrastructure project timing with the aim of providing a future 3-year supply of single detached residential lots in each greenfield area.

Through the GMIS review process, it is recommended that four projects be deferred to align the timing of these projects with the expected development. The timing of all remaining GMIS infrastructure is recommended to remain unchanged. Extensive developer and community consultation is a vital part of the GMIS process.



## Linkage to the Corporate Strategic Plan

This report supports the 2023-2027 Strategic Plan for the City of London through the Housing and Homelessness strategic, and Climate Action and Sustainable Growth areas of focus. These strategies ensure London's growth and development is well-planned, and considers use, intensity, and form, and that infrastructure is built, maintained, and secured to support future growth and protect the environment. The development and enhancement of planning implementation tools that advance the policies of The London Plan is a specific strategy of the Strategic Plan.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

**June 7, 2022** – Strategic Priorities and Policy Committee – 2023 Growth Management Implementation Strategy (GMIS) Update.

**October 20, 2020** – Strategic Priorities and Policy Committee – 2021 Development Charges Update Covering Report and Proposed By-law.

#### 1.2 Background

The London Plan identifies the extent of the City's Urban Growth Boundary and requires that the municipal services needed to accommodate the planned growth be identified. Through servicing strategies, municipal services are identified as growth-related projects that are then incorporated into each DC Background Study which are prepared at least every ten years. The timing and cost of these projects form the basis for the DC rate calculation – which once approved becomes the charge for new development over the next DC Study period. The DC-funded projects, their timing and the funding sources are then incorporated in the City's capital budget.

The GMIS is the tool identified by The London Plan that provides flexibility to allow for timing adjustments of DC-funded projects between DC studies. The GMIS is updated annually to ensure project timing continues to align with growth and responds to market conditions while ensuring financial sustainability. The GMIS considers the pace of development, the status of DC reserve funds, and the desires of developers to progress development applications in areas designated by The London Plan for growth.

#### 1.3 GMIS Inputs and Principles

The GMIS update involves the integration of multiple inputs (Figure 1). Typically, each GMIS update assesses the collected information against the eight Council approved principles of GMIS to make appropriate adjustments to the schedule of works.

**FIGURE 1: GMIS INPUTS**



As part of drafting the first GMIS in 2008, staff and development industry representatives participating in the DC Implementation Team helped develop core principles for the implementation of the City’s growth management policies. These core principles guide annual GMIS updates. The eight core principles set out by Council in 2008 are:

1. Provide direction for timely and cost-efficient extension of municipal services both from an efficiency and municipal affordability perspective.
2. Support growth costs that are affordable within our financial capacity, having regard for both the capital and operating costs of services to support growth.
3. Allocate growth in a manner that optimizes the use of existing services and facilities.
4. Support the development of sufficient land to meet the City’s growth needs and economic development objectives.
5. Support the implementation of Official Plan growth management policies.
6. Support the completion of existing development approvals.
7. Maintain lot and land supply that is consistent with provincial policies and conducive to a healthy housing market.
8. Co-ordinate the phasing of development approvals and the scheduling/funding of works through the capital budget.

## **2.0 Discussion and Considerations**

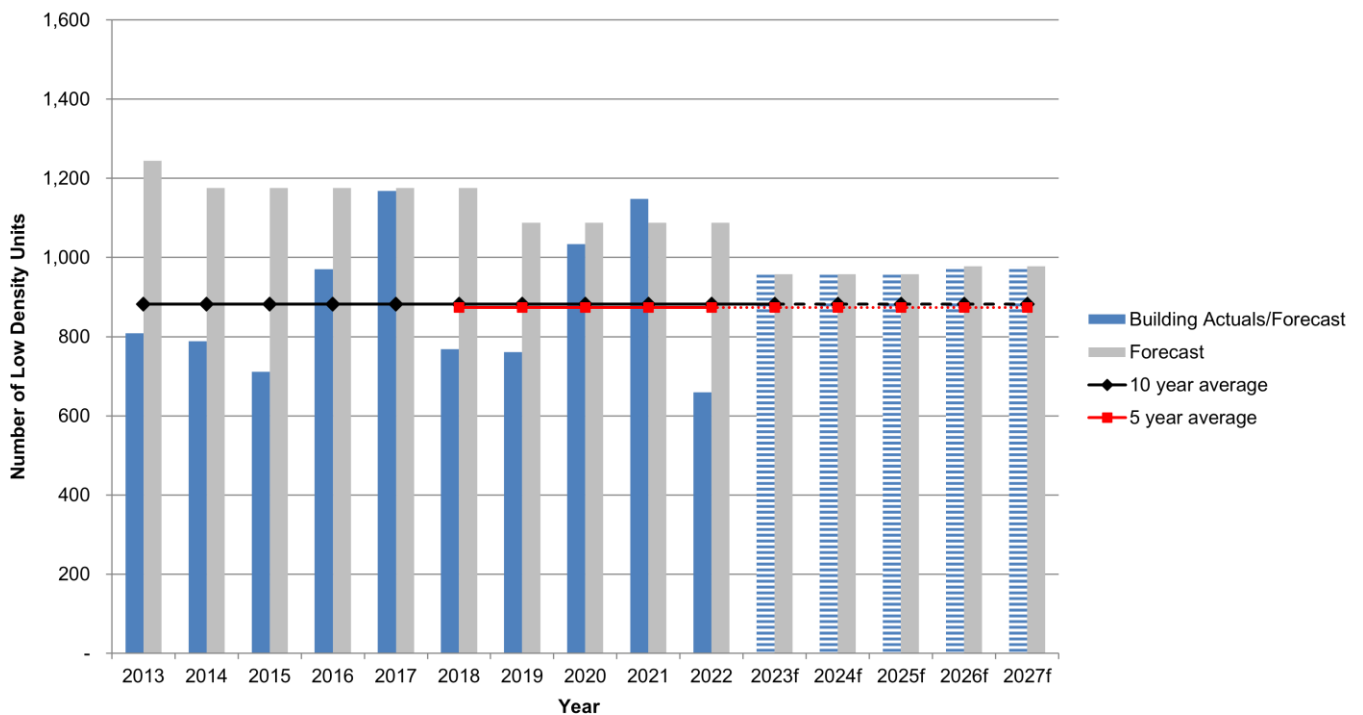
### **2.1 2024 GMIS: Introduction**

The 2024 GMIS report builds upon information provided in previous GMIS reports and seeks to sustain adequate servicing of growth areas in the City of London while ensuring financial sustainability. The scope of the 2024 GMIS analysis includes all projects that directly impact specific subdivision or site plan applications with the goal of creating the most efficient servicing solutions possible.

### **2.2 2024 GMIS: Growth and Development Observations and Trends**

An important relationship exists between the projected amount of residential and non-residential growth and the City’s future investments in infrastructure projects. DC rate calculations are based on growth projections that determine servicing needs, which in turn establish DC rates. If actual growth in the form of development and building construction does not consistently meet the growth projections contained in the DC Background Study, then sufficient revenues are not being generated to maintain the original schedule of investments in infrastructure. The two key elements – growth activity and investment in infrastructure – should move in tandem.

**FIGURE 2:  
Comparison of Low Density Residential  
Projected Growth and Actual Growth: 2013 - 2027**



For the 2024 GMIS Update, staff reviewed growth levels for all forms of residential and non-residential development. Staff note the following growth observations and trends that impact DC revenues and the 2024 GMIS recommendation:

- In 2022, permits for new single-detached units decreased significantly after strong years in 2020 and 2021. There was also a decrease for all housing types in 2022 (single-detached, townhouse/rowhouse, and high-density). Single-detached units represented a smaller share of DC revenues in 2022, reduced from 51% of revenue in 2021 to 39% of revenue in 2022. Single-detached unit construction will require ongoing monitoring, as the projected number of units is higher than the 5- and 10-year historic average. The projections anticipate 958 LDR units per year from 2023 to 2025 and 978 per year forecasted after 2025.
- Medium density (townhouse/rowhouse) residential growth was relatively strong in 2022, meeting the 5-year average of MDR growth and exceeding the projected growth for the year. Medium density units increased as a share of all residential development, from 20% in 2021 to 27% in 2022. New medium density residential is anticipated to remain elevated over the coming years due to serviceable supply, a rising demand for this housing form for young adults and retirees, and as a more affordable alternative to single-detached dwellings.
- High density (apartment) construction was below the 5- and 10-year historic averages in 2022; however, growth exceeded the projected permits for the year. There were permits for 1,052 HDR units in 2022. Apartment construction accounted for 44% of permits in 2022, and along with other multi-unit forms is increasing as a proportion of new unit construction. Apartment construction has a “peaks and troughs” building cycle, and elevated development interest is expected to remain for new apartment buildings. However, the forecast is for more than 1,500 HDR units per year (for years 2023-2025), so ongoing monitoring will be required. London’s apartment vacancy rate also remains low and there is a high demand for apartments with below market rent.
- In total, residential growth in 2022 was for 2,583 new units (including Additional Residential Units). This exceeded the forecasted growth for year 2022, but represents a significant drop from 2020-2021 and is below the 5-year average and 10-year historic averages. The 2022 Watson Projection expects to exceed these historic averages over the near-to-medium term in response to forecasted population growth.
- In 2022 commercial development returned to historic levels (nearing 40,000m<sup>2</sup>), after the previous 3 years that were below-forecast levels, resulting from COVID-19. Watson’s forecasts over the medium-term are for 51,520m<sup>2</sup>. Monitoring of this activity

will be important, as there is uncertainty regarding the economic outlook over the near-to-medium term.

- After a significant increase experienced in 2020, new institutional growth declined in 2021 and began to rebound in 2022. 2022 saw 18,070 m<sup>2</sup> of new institutional space. Future institutional construction is difficult to predict as it is cyclical and generally relies on spending by upper levels of government (universities, schools, hospitals). The forecast anticipates 70,853m<sup>2</sup> of new institutional space annually over the medium-term.
- 2022 saw the highest level of new Industrial gross floor area over the past 10 years (89,653 m<sup>2</sup>). Longer-term forecasts for the industrial sector anticipate continued recovery, which coincides with the City's development of new industrial lands attractive to larger industrial users. The Watson forecast anticipates a demand for 55,556m<sup>2</sup> of new industrial space annually over the medium-term, which is supported by a recent increase in industrial land sales and development application activity.

### 2.3 2024 GMIS Industry and Community Consultation

Development Industry and taxpayer engagement is a vital component of the annual GMIS update. Three general meetings were held to provide an overview of growth information and reserve fund health, to discuss GMIS timing considerations and to outline draft project changes. In addition to the general meetings, individual one-on-one interviews were held with developers, builders and other community members that requested an opportunity to discuss development plans or issues related to GMIS projects.

A total of eleven (11) one-on-one meetings were held with Industry and community members, resulting in a wide array of perspectives and infrastructure timing requests for consideration. The interviews provided important information regarding the GMIS Infrastructure Project Evaluation Framework, growth modelling assumptions, development timelines, community benefits, and suggestions for process improvements.

On May 29, the draft GMIS was presented to the Development Industry, based on feedback received from interviews, growth and reserve fund analysis and internal discussions with City project managers. Although Staff is not able to accommodate all requests, the continued dialogue through the GMIS process has produced an infrastructure strategy that maximizes development opportunities while maintaining long-term financial sustainability.

### 2.4 2024 GMIS Request Review

Through the consultations, eight (8) requests for project accelerations and four (4) deferral requests were received from developers to realign projects with anticipated development timing. The requests were considered in the context of the eight core principles set out by Council in 2008, an analysis of the DC Reserve Funds, and the project timing review tests set out below.

The GMIS process uses a series of questions to inform project timing and consider requests to accelerate projects. Each serves as a "lens" for evaluating whether changes are merited to the timing of infrastructure projects and are applied equally to all projects. Referred to as the GMIS "tests," the questions are as follows:

- ***Is the project needed to provide additional buildable lots to meet demand in the growth area?***
- ***Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?***
- ***Can we afford the project?***

To accelerate a project, all three tests must be met. The first question speaks to the need for infrastructure, in relation to market demand and the supply of lots in a geographic area. This criterion is used to match the pace of infrastructure construction

with the pace of growth and with an aim to provide a future 3-year supply of single detached residential lots in each greenfield area.

This project evaluation framework was endorsed by Council as part of the 2017 GMIS Update and is to be used by subsequent updates, such as this exercise. Appendix ‘A’ provides a summary of the GMIS growth framework and the results of the analysis conducted by Staff, based on feedback received from developer interviews.

Demand inputs used reflect the 2021-2051 Watson Growth projections, which were adopted by Council in December 2022. These forecasts assume a city-wide single detached dwelling demand of 958 units/year to 2025, and then 978 units/year during the 2026-2030 period.

## 2.5 2024 GMIS Recommended Project Timing Adjustments

In general, the current timing for projects aligns with the needs of the development community and provides for significant new growth opportunities throughout the City. Appendix ‘B’ (2024 GMIS Project Tables and Figures) proposes a Schedule of Works that identifies the timing of key growth-related infrastructure projects required to facilitate development throughout the City over 0-5 year and 6-10 year horizons. This Schedule of Works maintains timing that is similar to that approved by Council as part of the 2021 DC Study Update.

From the 2024 GMIS Update analysis, Table 1 below identifies proposed project timing adjustments to last year’s 2023 GMIS Update. Three stormwater projects and one water project are recommended to be deferred. All other GMIS projects are recommended to maintain their current timing. The final project timing outlined for the 2024 GMIS is subject to the approval of the 2024 Capital Budget Update. ***A more complete discussion of the project timing to be adjusted in the tables above is provided in Appendix ‘D’.***

**TABLE 1: 2024 GMIS PROJECT TIMING ADJUSTMENTS**

Service	Project Description	Current GMIS Timing	Rationale for Timing Change	Recommended Timing	Total Gross Cost
Stormwater	Sunningdale SWM E1	2022	No application on benefitting lands	2024	\$3.3M
Stormwater	White Oaks SWMF 3 - West	2022	Developer deferral requested to align with development timing	2024	\$3.0M
Stormwater	Stoney Creek SWM 10	2027	Developer deferral request to align with development timing	2028	\$3.0M
Water	Kilally (A30) Growth Area – Phase 2 (Webster to Clarke)	2023	Deferral to permit ongoing discussion on advancing housing supply in broader Kilally area.	2024	\$6.3M

## 2.6 2024 GMIS Developer Requests Not Recommended

Table 2 identifies requests received through GMIS interviews that are not being recommended for acceleration as part of the 2024 GMIS. In general, Staff are not recommending the following infrastructure timing requests because they are not projects meeting the GMIS “tests”, and are not identified in the 2021 Development Charges Background Study Update, thus no project to adjust, nor for affordability constraints.

**TABLE 2: PROJECT TIMING REQUESTS NOT RECOMMENDED BY STAFF**

Service	Project Description	Developer's Request	2021 DC Study Timing	Current GMIS Timing	Total Gross Cost
Road, Stormwater, Water	Sunningdale Road West – Hyde Park to Wonderland	Advance all to 2025	2025	n/a	\$13.4M (Road only)
Stormwater	North Lambeth SWMF P1 – North	2028	2033	2033	\$4.0M
Stormwater	North Lambeth SWMF P1- South	2028	2033	2033	\$3.0M
Road	Sunningdale Road East – South Wenige to Highbury	2025	2028	n/a	\$5.0M
Stormwater	Commissioners Rd East (north side) – Jackson Rd to Sheffield Blvd	Add/Review SWM and Sanitary	n/a	n/a	n/a
Road	Pack Road – Colonel Talbot to Bostwick	2028	2033	n/a	\$14.0M
Road	Bradley Avenue Extension – Wonderland to Bostwick	Advance	2028	n/a	\$9.7M
Road	Southdale Rd West – Bostwick to Colonel Talbot	Advance	2031	n/a	\$14.9M

Note: “n/a” in the Current GMIS Timing column indicates a non-GMIS project

***A more complete discussion of the requests and Staff rationale is provided in Appendix ‘E’.***

Although not recommended for acceleration in the 2024 GMIS, the requests on Table 2 will be considered comprehensively in the next DC master planning process, as part of the 2028 DC Background Study and By-law. This will ensure that longer-range requests are considered and coordinated with greenfield area lot supply and demand, any technical issues are resolved, and importantly timing and cost estimates are reviewed in the context of implications on the 2028 DC Background Study and By-law. These requests have been consolidated with requests received through previous GMIS updates on the Table below. Note that in the table below the “n/a” indicates that there is currently no GMIS project identified in the DC Background Study, or it indicates a request to review timing and/or add a project rather than specific project timing being requested.

**TABLE 3: PROJECT REQUESTS TO BE CONSIDERED AS PART OF THE SERVICE AREA MASTER PLANS**

Project Description	Current Timing	Requested Timing	Future DC Master Plans Request
Wharncliffe Sewer	2027	2025	Advance timing through Strategic Links program, in conjunction with other infrastructure project.
Creamery Road Sanitary Servicing	n/a	n/a	Review sanitary servicing for the Creamery Road area
Wilton Grove Rd. E. Sanitary Servicing	n/a	n/a	Review sanitary servicing for the Wilton Grove Road East area
N. Lambeth SWM P1 - North	2033	2026	Advance project timing to align with anticipated development timing
N. Lambeth SWM P1 - South	2033	2026	Advance project timing to align with anticipated development timing
South Lambeth Sanitary Servicing	n/a	n/a	Review sanitary servicing for the south Lambeth area
Sunningdale Road West – Hyde Park to Wonderland	2025 (Road)	2025 (All)	Add SWM and Water Servicing and coordinate timing with 2025 timing for Roadwork project.

Sunningdale Road East – South Wenige to Highbury	2028	2025	Advance project timing to align with anticipated development timing.
Commissioners Rd East (north side) – Jackson Rd to Sheffield Blvd	n/a	n/a	Review SWM and sanitary servicing strategy for Commissioners Rd. E. area. Consider advancing through Strategic Link.
Pack Road – Colonel Talbot to Bostwick	2032	Advance	Review as part of Mobility Master Plan. Advance project timing to align with anticipated development.
Bradley Avenue Extension – Wonderland to Bostwick	2028	Advance	Requested review/advancement of timing to align with anticipated development timing.
Southdale Rd W. – Bostwick to Colonel Talbot	2031	Advance	Review as part of Mobility Master Plan. Advance project timing based on anticipated timing of developments.

## 2.7 Financial Impact/Considerations

Staff have conducted detailed financial modeling to assess the financial feasibility of the GMIS project adjustments noted above.

Based on the analysis, the recommended GMIS project timing adjustments can be accommodated without compromising the financial health of the respective City Services Reserve Funds.

It should be noted that slower growth negatively impacting DC revenues and rising inflation in the capital budget would impact the City’s ability to accommodate future GMIS project advancement requests. Staff will continue to monitor current economic and market conditions and associated impacts to reserve funds.

## 2.8 2024 GMIS Short-Term Development Opportunities

The proposed Schedule of Works in Appendix B provides infrastructure investment timing that accommodates a wide range of future housing demand scenarios. The City has assigned \$86 million dollars to be spent on GMIS projects over the next five years, between 2024 and 2028.

As of January 1, 2023, across all Greenfield areas there was external servicing (water, sewer, stormwater) capable of accommodating 8,193 new single-detached units (9.9 years of serviced land supply). 3,153 of these units are in Registered and Draft Approved Subdivision plans, which represents 3.3 years of supply.

It is important to note that GMIS infrastructure only provides the opportunity, because serviceable lands are ultimately made available for dwellings through the subdivision approval process. Subdivision applications in all geographic areas of the city are advancing over the next few years that will provide new opportunities for residential and non-residential greenfield development throughout the City.

## 2.9 Kilally Area Housing Supply Opportunity

As noted below in Appendix ‘D’, the Kilally Road area east of Webster Street is largely undeveloped, but has a subdivision application east of Clarke Road. Currently, servicing of the subdivision site requires a temporary sanitary pumping station until a gravity-fed sewer can be constructed. The current servicing strategy is over-sizing across lands from the west, and is therefore contingent on the development of lands to the west before the gravity-fed sewer can be constructed.

Civic Administration is open to exploring alternative servicing solutions. However, an oversized sewer connection across private land is required between the location of the current sewer and the Kilally Road right-of-way.

The recommended Kilally Water project deferral (2023 to 2024) is to permit time for additional actions to be taken to advance development of lands in the Kilally area. It is a principle of the GMIS that housing supply be made available in all planned urban areas across the city. Through ongoing collaboration with the development industry, this represents investment to open up the opportunity to accommodate needed housing supply in the northeast.

The estimated new housing supply in the Kilally Road area could range from 4,500 units to up to 8,000 new units.

## **2.10 GMIS Booklet**

Each year, a “GMIS Booklet” is produced — a comprehensive reference document that contains mapping for new development areas, Vacant Land Inventory information (i.e. residential construction opportunities), infrastructure servicing areas, and up to date GMIS project timing. The booklet provides 0-5 year, 6-10 year and 10+ year project timing tables that is beneficial information to developers for subdivision planning.

A draft version of the 2024 GMIS Booklet has been prepared to reflect the recommendations contained in this report. Subject to Council adoption of the GMIS (with revisions where applicable), a final version of the 2024 GMIS Booklet will be prepared. The document will be broadly circulated to developers and City staff as well as being made available on the City’s website.

## **2.11 Next Steps**

Pending the adoption of the recommendations of this report, Staff will reflect the GMIS changes in the capital budget and collectively work towards addressing any implementation challenges so that infrastructure projects are delivered in a timely manner, consistent with the completion of subdivision approvals.

## **Conclusion**

The GMIS is an important tool for Council to coordinate growth infrastructure with development approvals and to manage available financial resources. The ability to provide flexibility and address warranted growth needs is maintained. The 2024 GMIS Update includes requested deferrals of growth infrastructure project timing, consistent with economic conditions and level of development activity. In addition, projects not directly impacting specific subdivisions ability to provide additional buildable lots, such as many Roads projects, will be reviewed through forthcoming master servicing studies (Mobility Master Plan) rather than accelerated in advance of the MMP timelines.

The 2024 GMIS Update recommendations provide for infrastructure investment timing that can accommodate a wide range of future housing demand scenarios. Staff will continue to work with and consult with developers and community members over the coming year to ensure efficient and timely servicing that will provide for a logical and sustainable progression of growth well into the future.



**Prepared by:** Travis Macbeth, MCIP, RPP  
Senior Planner, Long Range Planning

**Reviewed by:** Justin Adema, MCIP, RPP  
Manager, Long Range Planning

**Submitted by:** Heather McNeely, MCIP, RPP  
Director, Planning and Development

**Concurred by:** Kelly Scherr, MBA, P.Eng, FEC  
Deputy City Manager, Environment and Infrastructure

**Concurred by:** Anna Lisa Barbon, CPA, CGA  
Deputy City Manager, Financial Planning and Business Support

**Recommended by:** Scott Mathers, MPA, P.Eng  
Deputy City Manager, Planning and Economic Development

June 8, 2023  
TM/tm

**Cc:** Jason Senese – Manager, Development Finance  
Ashley Rammeloo – Director, Water, Wastewater, and Stormwater  
Doug MacRae – Director, Transportation & Mobility  
Aaron Rozentals – Division Manager, Water Engineering  
Kyle Chambers – Division Manager, Sewer Engineering  
Shawna Chambers – Division Manager, Stormwater Engineering

Garfield Dales – Division Manager, Transportation Engineering

**Appendix 'A': GMIS Infrastructure Project Evaluation Framework**  
**Appendix 'B': 2023 GMIS Project Tables and Figures:**

- Table B1 - GMIS Annual Update 2024: Detailed List of Works and Costs by Service 5 Year Projects
- Figure B1 - GMIS Annual Update 2024: Works 0-5 Years (2024-2028) Year of Construction
- Table B2 – GMIS Annual Update 2024: Detailed List of Works and Costs by Service 6-10 Year Projects
- Figure B2 – GMIS Annual Update 2024: Works 6-10 Years (2029-2033) Year of Construction

**Appendix 'C': GMIS Contacts: Development Industry and Community**  
**Appendix 'D': Rationale for 2024 GMIS Project Timing Adjustments**  
**Appendix 'E': Detailed Commentary Regarding Developer Infrastructure Requests**

## Appendix A – GMIS Infrastructure Evaluation Framework

### GMIS “Tests”

The following questions are applied to each project listed in the GMIS in relation to the development contained within the benefitting area. The three questions serve as separate, but related lenses for considering infrastructure timing and all three tests must be met in order to consider acceleration of a project.

- a) **Is the project needed to provide additional buildable lots to meet demand in the growth area?** (If yes, proceed to Test 2; if no, maintain timing/defer project).
- b) **Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?** (If yes, proceed to Test 3; if no, maintain timing/defer project).
- c) **Can we afford the project?** (If yes, consider project acceleration; if no, maintain timing/defer project, or alternatively other projects must be deferred to accommodate the selected project).

### GMIS Targets/Growth Modelling

In order to address GMIS Test a) outlined above, growth modelling is required to examine demand for and supply of single detached residential lots for each of the City’s greenfield growth areas (North, Northwest, Northeast, Southeast, Southwest, West). The model is informed by the following targets and assumptions:

- Provide three (3) years of permit ready supply of single detached lots in each greenfield area (where possible);
- Using the adopted Watson forecast for single detached units per year, deduct 9% to account for construction within the Built-Area Boundary and a further 11% to address detached dwellings constructed on medium density designated lands (i.e., Vacant Land Condominiums). This will provide for an “apples-to-apples” comparison of demand for single detached residential lots with available supply;
- Base the model on when building permits can be issued for developable lands, rather than on the timing of the installation of major infrastructure (i.e., “permit-ready” supply of lands versus “serviced” supply of lands);
- Assume the following market capture shares for single detached lots, based on a review of historic trends and stakeholder feedback:
  - North: 15%
  - Northwest: 20%
  - Northeast: 10%
  - Southeast: 15%
  - Southwest: 25%
  - West: 15%
- In establishing the baseline, employ subdivision timing and phasing from information supplied by development proponents in the GMIS interviews and adjust where warranted based on model iterations and professional judgement;
- Select year of registration at the year following the construction of infrastructure to provide a buffer for any process-related issues that may arise; and,
- Provide opportunities in multiple locations and for multiple developers (where possible).

The results of the 2024 GMIS growth modelling are provided in the following tables.

### North Demand and Supply Analysis

LDR Units/Year Watson Scenario	958	958	958	978	978	978	978	978	978	978	938	938
* 91% on greenfield lands	776	776	776	792	792	792	792	792	792	792	760	760
* 11% of unit construction as VIC	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	20%	20%

May 2023

	0	1	2	3	4	5	6	7	8	9	10
Opening Supply	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Add: New Supply	114	197	315	468	635	838	963	1059	1127	1126	1054
Subtotal	199	235	269	286	322	244	214	187	151	80	80
Subtract: Demand	313	432	584	754	957	1082	1177	1246	1278	1206	1134
Years of Serviced Supply	116	116	116	119	119	119	119	119	152	152	152
Carry-Over	197	315	468	635	838	963	1059	1127	1126	1054	982

Subdivisions Legend	
	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend	
	2021 DC Study construction timing maintained
	Proposed 2024 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Yr	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
39T-09501	Serviced	2023	234	39	39	39	39	39	39	39	0	0	0	0	0	0	0	0	0	0
39T-16503	Serviced	2023	45	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-18501_2	Serviced	2023	32	32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-18501_3	Serviced	2024	34	34	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-07502 Ph 1	Serviced	2023	234	39	39	39	39	39	39	39	0	0	0	0	0	0	0	0	0	0
39T-07502 Ph 2	Serviced	2026	11	11	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-11502	Serviced	2024	138	35	35	35	35	35	35	33	0	0	0	0	0	0	0	0	0	0
SC-100/200/201	Serviced	2025	46	23	23	23	23	23	23	0	0	0	0	0	0	0	0	0	0	0
SC-102	Serviced	2029	477	80	80	80	80	80	80	80	80	80	80	80	77	0	0	0	0	0
SC-103	Serviced	2028	55	28	27	27	27	27	27	0	0	0	0	0	0	0	0	0	0	0
SC-105	Serviced	2027	17	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SC-202	Serviced	2025	18	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SC-203/205	Serviced	2027	14	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SD-102/203	Serviced	2026	95	31	31	31	31	31	31	0	0	0	0	0	0	0	0	0	0	0
SD-200/201	Serviced	2023	44	44	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UP-100 Ph 1/200	Serviced	2024	596	75	75	75	75	75	75	75	75	75	71	0	0	0	0	0	0	0
UP-100 Ph 2/200	Serviced	2025	192	32	32	32	32	32	32	32	32	32	0	0	0	0	0	0	0	0
UP-101	Serviced	2025	49	49	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UP-201	Serviced	2024	13	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total			2444	199	235	269	286	322	244	214	187	151	80	80	77	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VU LDR lands and assumes 25% of VU MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Sunnigdale SWMF E1			X															
Stoney Creek SWM8																		
Stoney Creek 7.1 SWM																		
Sunnigdale Road Phase 3																		
Stoney Creek SWM10							X											

### Northwest Demand and Supply Analysis

LDR Units/Year Watson Scenario	958	958	958	978	978	978	978	978	978	938	938	938
* 91% on greenfield lands	776	776	776	792	792	792	792	792	792	760	760	760
* 11% of unit construction as VLC	20%	20%	20%	14%	14%	14%	14%	14%	14%	0%	0%	0%

May 2023

	0	1	2	3	4	5	6	7	8	9	10
Opening Supply	406	388	386	296	259	171					
Add: New Supply	137	153	66	76	26	0					
Subtotal	543	541	452	372	285	171					
Subtract: Demand	155	155	155	114	114	114					
<b>Years of Serviced Supply</b>	<b>3.5</b>	<b>3.5</b>	<b>2.9</b>	<b>3.3</b>	<b>2.5</b>	<b>1.5</b>					
Remaining	388	386	296	259	171	57					

Subdivisions Legend	
<span style="background-color: yellow;"> </span>	Infrastructure construction year
<span style="background-color: grey;"> </span>	Estimate as no application received to date
<span style="background-color: black;"> </span>	Subdivision build-out date

Infrastructure Project Timing Legend	
<span style="background-color: blue;"> </span>	2021 DC Study construction timing maintained
<span style="background-color: green;"> </span>	Proposed 2024 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Yr	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
39T-03505	Serviced	2023	89	45															
39T-05512	Serviced	2023	83	42															
39T-11503	Serviced	2023	100	50															
39T-21506	Serviced	2026	52																
FH-100	Serviced	2025	100																
FH-101	Serviced	2025	11																
HP-100/202	Serviced	2024	10		10														
HP-205	Serviced	2025	5			5													
HP-206/208	Serviced	2024	8		8														
Total			458	137	153	66	76	26	0	0	0	0	0	0	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040



### Southwest Demand and Supply Analysis

LDR Units/Year Watson Scenario	958	958	958	978	978	978	978	978	978	978	978	978	938	938	938
* 91% on greenfield lands	776	776	776	792	792	792	792	792	792	792	792	792	760	760	760
* 11% of unit construction as VLC	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	17%	17%	17%

May 2023

### Subdivisions Legend

<span style="background-color: yellow;"> </span>	Infrastructure construction year
<span style="background-color: grey;"> </span>	Estimate as no application received to date
<span style="background-color: black;"> </span>	Subdivision build-out date

### Infrastructure Project Timing Legend

<span style="background-color: blue;"> </span>	2021 DC Study construction timing maintained
<span style="background-color: green;"> </span>	Proposed 2024 GMIS Timing Adjustment

	0	1	2	3	4	5	6	7	8	9	10
Opening Supply	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Add: New Supply	480	420	493	615	789	856	858	790	720	637	507
Subtotal	56	190	238	293	186	121	50	49	46	0	0
Subtract: Demand	536	610	731	908	975	977	908	839	766	637	507
	116	116	116	119	119	119	119	119	129	129	129
<b>Years of Serviced Supply</b>	<b>4.6</b>	<b>5.2</b>	<b>6.3</b>	<b>7.6</b>	<b>8.2</b>	<b>8.2</b>	<b>7.6</b>	<b>7.1</b>	<b>5.9</b>	<b>4.9</b>	<b>3.9</b>
Remaining	420	493	615	789	856	858	790	720	637	507	378

Subdivisions	Serviced Year	Reg'n Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
39T-06507	Serviced	2024	300		60	60	60	60	60	60	0	0	0	0	0	0	0	0	0
39T-92020_18	Serviced	2023	163	41	41	41	40	0	0	0	0	0	0	0	0	0	0	0	0
39T-92020_19	Serviced	2024	172		43	43	43	43	0	0	0	0	0	0	0	0	0	0	0
39T-19501	Serviced	2023	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HR-100/109/110/111	Serviced	2028	11						11	0	0	0	0	0	0	0	0	0	0
HR-201	Serviced	2028	5						5	0	0	0	0	0	0	0	0	0	0
JC-104	Serviced	2026	28				28	0	0	0	0	0	0	0	0	0	0	0	0
JC-202	Serviced	2029	5						5	0	0	0	0	0	0	0	0	0	0
JC-204/205	Serviced	2030	4						4	0	0	0	0	0	0	0	0	0	0
JC-701	Serviced	2025	79		40		39		0	0	0	0	0	0	0	0	0	0	0
JC-702	Serviced	2026	76				38		0	0	0	0	0	0	0	0	0	0	0
JC-703 Ph 1	Serviced	2026	271				45		45	45	45	45	45	45	46	0	0	0	0
JC-703 Ph 2	Serviced	2025	54			54	0	0	0	0	0	0	0	0	0	0	0	0	0
JC-704/705	Serviced	2024	42				42		0	0	0	0	0	0	0	0	0	0	0
JC-706	Serviced	2024	4				4		0	0	0	0	0	0	0	0	0	0	0
Total			1229	56	190	238	293	186	121	50	49	46	0	0	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040



Subdivisions	Serviced Year	Reg'n Year	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	
LW-202	2025	2026	46					46	0	0	0	0	0	0	0	0	0	0	0	
LW-205	2025	2027	36					36	0	0	0	0	0	0	0	0	0	0	0	
LW-217	2025	2026	6				6	0	0	0	0	0	0	0	0	0	0	0	0	
LW-219	Serviced	2026	10				10	0	0	0	0	0	0	0	0	0	0	0	0	
LW-701/702 (West)	2027	2028	548					548	55	55	55	55	55	55	55	55	55	53	54	0
LW-701 (East)	2029	2030	539						55	55	54	54	54	54	54	54	54	54	54	54
TB-100/201/202 (West)	Serviced	2024	62		31		0	0	0	0	0	0	0	0	0	0	0	0	0	0
TB-100/201/203 (East)	2033	2034	278					0							46	46	46	46	46	48
TB-101/211	2026	2027	142					36	36	36	34	0	0	0	0	0	0	0	0	0
TB-105/210/213/214	Serviced	2025	248			50	50	50	50	48	0	0	0	0	0	0	0	0	0	0
TB-106/107/211/215	Serviced	2025	690			69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
TOTAL			6720	231	316	383	460	657	511	421	495	514	457	413	432	363	363	307	250	147

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
White Oaks SWM 3 - West			X																
Bradley Ave - Jalna to Wharncliffe																			
North Lambeth SWM P2 - North																			
North Lambeth SWM P2 - South																			
SS15B Trunk Sewer																			
Pincombe SWM 3 - West																			
White Oaks SWM 3 - East																			
White Oaks Channel Complete Corridor																			
Pincombe SWM P4 - West																			
Thorncroft Drain Improvements																			
North Lambeth SWM P3																			
A21b Lambeth Phase 2 Water																			
A20 Dingman Water																			
Wharncliffe Sewer - Cambell to Bostwick																			
Pincombe SWM P5																			
White Oaks SWM P4 Phase 1																			
Old Oak SWM 2																			
Bradley Ave - Wonderland to Bostwick																			
Murray Marr SWM 1																			
North Lambeth SWM P6 - South																			
North Lambeth SWM P1 - North																			
North Lambeth SWM P1 - South																			





# Appendix B – 2024 GMIS Project Tables and Figures

**Table A1: GMIS ANNUAL UPDATE 2024  
DETAILED LIST OF WORKS AND COSTS BY AREA  
5 YEAR PROJECTS (2024 to 2028)**

(E&O Excepted)

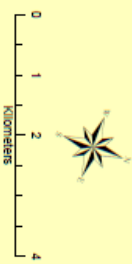
2023 GMIS TIMING	GMIS 2024 TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH		NON-GROWTH	
		DC ID	GENERAL DESCRIPTION	Service					
<b>BUILT AREA</b>									
2021-2038	2021-2038	DC19MS1002	Storm Sewer - Built Area Works	SWM	\$61,445,800	55.5%	\$34,102,419	44.5%	\$27,343,381
2021-2038	2021-2038	DC19WW1002	Wastewater Servicing - Built Area Works	Wastewater	\$29,521,700	37.6%	\$11,100,159	62.4%	\$18,421,541
2021-2038	2021-2038	DC19WD1002	Watermain - Built Area Works	Water	\$724,000	56.0%	\$405,440	44.0%	\$318,560
<b>TOTAL BUILT AREA PROJECTS</b>					<b>\$91,691,500</b>		<b>\$45,608,018</b>		<b>\$46,083,482</b>
<b>NORTH Stoney Creek</b>									
2025	2025	DC14MS0036	Stoney Creek SWMF 8	SWM	\$1,851,200	100.0%	\$1,851,200	0.0%	\$0
2025	2025	DC14MS0033	Stoney Creek SWMF 7.1	SWM	\$1,799,600	100.0%	\$1,799,600	0.0%	\$0
2027	2028	DC14MS0034	Stoney Creek SWMF 10	SWM	\$2,975,100	100.0%	\$2,975,100	0.0%	\$0
<b>TOTAL STONEY CREEK PROJECTS</b>					<b>\$6,625,900</b>		<b>\$6,625,900</b>		<b>\$0</b>
<b>Uplands</b>									
2022	2024	DC14MS0038	Sunningdale SWMF E1	SWM	\$3,317,300	100.0%	\$3,146,000	0.0%	\$0
<b>TOTAL UPLANDS PROJECTS</b>					<b>\$3,317,300</b>		<b>\$3,146,000</b>		<b>\$0</b>
<b>TOTAL NORTH PROJECTS</b>					<b>\$6,625,900</b>		<b>\$9,771,900</b>		<b>\$0</b>
<b>NORTHEAST Huron Heights</b>									
2023	2024	DC14WD0040	Kilally (A30) Growth Area - Kilally Road. (Highbury to Clarke) Phase 2	Water	\$6,294,800	100.0%	\$6,294,800	0.0%	\$0
2026	2026	DC21MS0001	Kilally South, East Basin SWM 2	SWM	\$5,628,000	100.0%	\$5,628,000	0.0%	\$0
<b>TOTAL NORTHEAST PROJECTS</b>					<b>\$11,922,800</b>		<b>\$11,922,800</b>		<b>\$0</b>
<b>WEST</b>									
2025	2025	DC14RS0052	13b: Oxford Street West-Phase 2 - Commissioners to Westdel Bourne (2 to 4 through lanes)	Roads	\$8,919,700	92.0%	\$8,206,124	8.0%	\$713,576
<b>TOTAL WEST PROJECTS</b>					<b>\$8,919,700</b>		<b>\$8,206,124</b>		<b>\$713,576</b>
<b>SOUTHWEST Bostwick</b>									
2025	2025	DC21MS0010	North Lambeth SWMF P2 - North	SWM	\$2,548,400	100.0%	\$2,548,400	0.0%	\$0
2025	2025	DC14MS0020	North Lambeth SWMF P2 - South	SWM	\$2,385,700	100.0%	\$2,385,700	0.0%	\$0
2026	2026	DC14MS0019	North Lambeth P3 (Dingman Tributary D4)	SWM	\$4,204,400	100.0%	\$4,204,400	0.0%	\$0
2024	2024	DC21MS0012	Thorncroft Drain Natural Channel Improvements	SWM	\$4,272,700	42.0%	\$1,794,534	58.0%	\$2,478,166
2028	2028	DC14RS0047	Bradley Avenue Extension - Wonderland to Bostwick (New 4 through lanes)	Roads	\$8,283,500	100.0%	\$8,283,500	0.0%	\$0
<b>TOTAL BOSTWICK PROJECTS</b>					<b>\$13,411,200</b>		<b>\$10,933,034</b>		<b>\$2,478,166</b>
<b>Lambeth</b>									
2027	2027	DC19WW1003	Wharnccliffe Road South - Campbell Street to Bostwick Road	Wastewater	\$1,066,500	90.0%	\$959,850	10.0%	\$106,650
<b>TOTAL LAMBETH PROJECTS</b>					<b>\$1,066,500</b>		<b>\$959,850</b>		<b>\$106,650</b>
<b>Longwoods</b>									
2026	2026	DC21MS0005	Pincombe Drain SWMF P4 - West	SWM	\$2,315,700	100.0%	\$2,315,700	0.0%	\$0
2022	2024	DC14MS0039	White Oaks SWMF 3 - West	SWM	\$3,068,800	100.0%	\$3,068,800	0.0%	\$0
2025	2025	DC21MS0007	White Oaks SWMF 3 - East	SWM	\$2,193,600	100.0%	\$2,193,600	0.0%	\$0
2025	2025	DC21MS0008	White Oaks Channel Complete Corridor (Wharnccliffe to White Oaks 3E)	SWM	\$7,749,400	68.1%	\$5,277,341	31.9%	\$2,472,059
2025	2025	DC21MS0004	Pincombe Drain SWMF P3 - West	SWM	\$2,918,000	100.0%	\$2,918,000	0.0%	\$0
2026	2026	DC14WD010b	Lambeth Phase 2 (A21b) - Wonderland Rd. (Hamlyn St. to Dingman Dr.)	Water	\$1,045,400	95.0%	\$993,130	5.0%	\$52,270
2026	2026	DC14WD0009	Longwoods (A20) - Dingman Dr. (Wonderland Rd. to White Oak Rd.)	Water	\$6,856,900	100.0%	\$6,856,900	0.0%	\$0
2027	2027	DC14MS0031	Pincombe Drain SWMF 5	SWM	\$1,945,600	100.0%	\$1,945,600	0.0%	\$0
2027	2027	DC14MS0040	White Oaks SWMF 4 - Phase 1	SWM	\$4,505,600	100.0%	\$4,505,600	0.0%	\$0
2027	2027	DC19MS0005	Old Oak SWM 2	SWM	\$2,982,300	100.0%	\$2,982,300	0.0%	\$0
<b>TOTAL LONGWOODS PROJECTS</b>					<b>\$35,581,300</b>		<b>\$33,056,971</b>		<b>\$2,524,329</b>
<b>Talbot</b>									
2025	2025	DC14WW0010	SS15B - North Talbot Growth Area Greenway PCP sewershed	Wastewater	\$3,036,000	100.0%	\$3,036,000	0.0%	\$0
<b>TOTAL TALBOT PROJECTS</b>					<b>\$3,036,000</b>		<b>\$3,036,000</b>		<b>\$0</b>
<b>TOTAL SOUTHWEST PROJECTS</b>					<b>\$61,378,500</b>		<b>\$56,269,355</b>		<b>\$5,109,145</b>
<b>TOTAL 5 YEAR PROJECTS (2024 to 2028)</b>					<b>\$183,855,700</b>		<b>\$131,778,198</b>		<b>\$51,906,202</b>

Note: Timing refers to the year of construction.



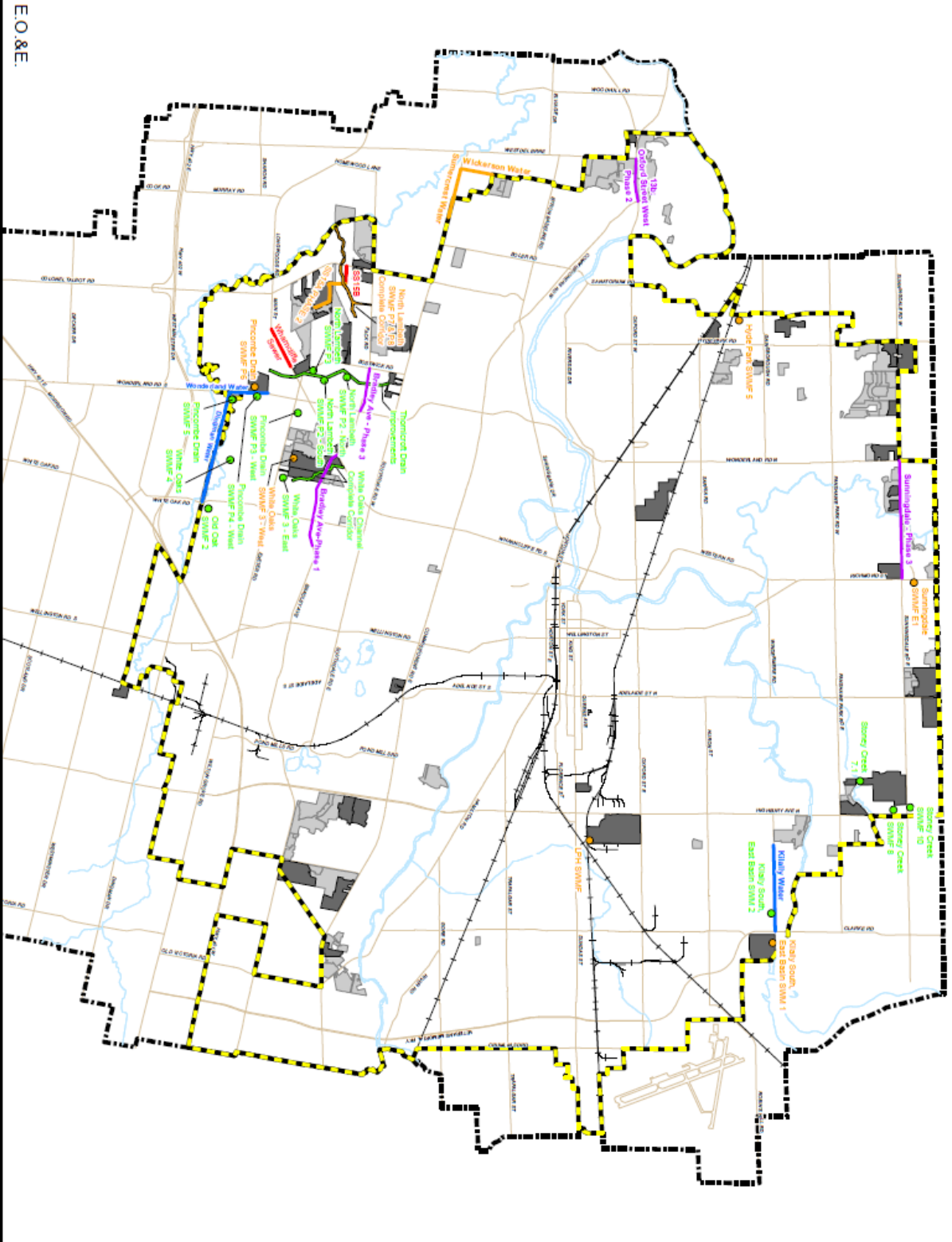
**GMIS 2024**  
**Draft Schedule of Works**  
**0-5 Years (2024 - 2028)**  
**YEAR OF CONSTRUCTION**

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2016 - 2022)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS
- APPROVED
- CONSTRUCTION PENDING



PREPARED BY: Planning & Development  
 CREATION: DATE: May 24, 2023  
 LOCATION: \\ville\giswork\planning\projects\_DABUND\_GMIS1  
 project\_lining\_maps\projects\2024+\_GMIS\_schedule\_of\_works\_0-5\_years.mxd

**NOT THE CITY OF LONDON  
 BACKGROUND STUDY**



E.O.&E.

**Table A2: GMIS - GMIS ANNUAL UPDATE 2024  
 DETAILED LIST OF WORKS AND COSTS BY AREA  
 6-10 YEAR PROJECTS (2029 to 2033)**

(E&O Excepted)

2023 GMIS TIMING	2024 GMIS TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH		NON-GROWTH	
		DC ID	GENERAL DESCRIPTION	SERVICE					
		<b>NORTHEAST</b>							
		<b>Huron Heights</b>							
2031	2031	DC21MS0002	Kilally South, East Basin SWM 3	SWM	\$2,587,000	100.0%	\$2,587,000	0.0%	\$0
		<b>TOTAL NORTHEAST PROJECTS</b>			<b>\$2,587,000</b>		<b>\$2,587,000</b>		<b>\$0</b>
		<b>SOUTHWEST</b>							
		<b>Lambeth</b>							
2030	2030	DC14MS0022	North Lambeth SWMF P6 - South	SWM	\$2,663,700	100.0%	\$2,663,700	0.0%	\$0
		<b>TOTAL LAMBETH PROJECTS</b>			<b>\$2,663,700</b>		<b>\$2,663,700</b>		<b>\$0</b>
		<b>Longwoods</b>							
2029	2029	DC14MS0014	Murray Marr SWMF 1	SWM	\$3,174,400	100.0%	\$3,174,400	0.0%	\$0
		<b>Talbot</b>							
2033	2033	DC14MS0017	North Lambeth SWMF P1 - North	SWM	\$4,064,200	100.0%	\$4,064,200	0.0%	\$0
2033	2033	DC21MS0009	North Lambeth SWMF P1 - South	SWM	\$3,095,400	100.0%	\$3,095,400	0.0%	\$0
		<b>TOTAL LONGWOODS PROJECTS</b>			<b>\$3,174,400</b>		<b>\$3,174,400</b>		<b>\$0</b>
		<b>TOTAL SOUTHWEST PROJECTS</b>			<b>\$12,997,700</b>		<b>\$12,997,700</b>		<b>\$0</b>
		<b>TOTAL 6-10 YEAR PROJECTS (2029 to 2033)</b>			<b>\$15,584,700</b>		<b>\$15,584,700</b>		<b>\$0</b>

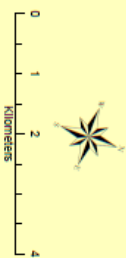
Note: Timing refers to the year of construction.



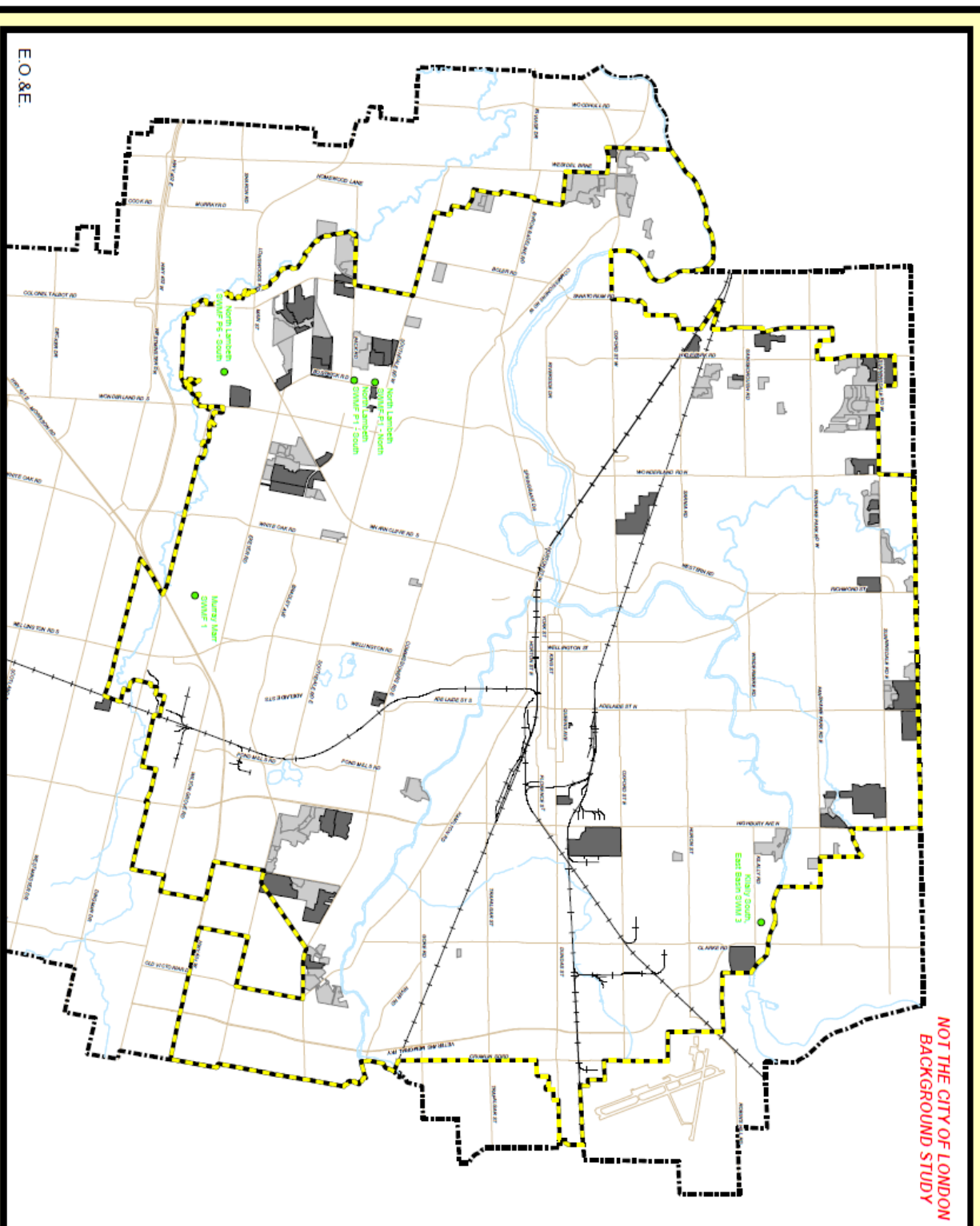
**GMIS 2024**  
**Draft Schedule of Works**

**6-10 Years (2029 to 2033)**  
**YEAR OF CONSTRUCTION**

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2016 - 2022)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS



PREPARED BY: Development Services  
 CREATION DATE: May 24, 2023  
 LOCATION: \\cille1\giswork\planning\projects\_DAB\4\GMIS1  
 project\_jimmg\_maps\projects\_2024\GMIS\_schedule\_of\_works\_6-10\_Years.mxd



**NOT THE CITY OF LONDON  
BACKGROUND STUDY**

E.O.B.E.

## Appendix C – GMIS Contacts: Development Industry and Community

Adam Carapella	Tricar Group
Alan Drewlo	Drewlo Holdings Inc
Alasdair Beaton	Urban League
Ali Soufan	York Development Group
Allan Churchill	Fusion Homes
Amanda Stratton	Urban League
Andrea & John Ross	Landowner
Andrew L. Scott	CMHC
B. Scott	1173735 Ontario Ltd.
Ben Farhi	Farhi Holdings Corporation
Ben McCauley	Old Oak Properties
Ben Puzanov	TVDSB
Bernie Bierbaum	BlueStone Properties
Bill Veitch	MTE Consultants Inc.
Blair Doman	Doman Developments, Inc.
Bob Stratford	R. W. Stratford Consulting Inc
Brian Horvath	Stantec
Carrie O'Brien	Drewlo Holdings Inc
Charles Spina	Individual
Chris Bourdeau	Futurestreets Inc.
Chris Doering	DevEng
Chris Hendriksen	Stantec
Christopher Lee	Foxwood Developments
Chris Leigh	Tricar Group
Christine Campbell	Auburn Developments Inc.
Colin Bierbaum	BlueStone Properties
Corri Marr	Foxwood Developments
Craig Linton	DevelPro Land Services
Dan Vucetic	Stantec
Dara Honeywood	Z Group
Darryl Hern	Stantec
Dave Schmidt	Corlon Properties Inc.
David Ailles	York Development Group
David Tennant Jr.	Dave Tennant Urban Concepts
David Tennant Sr.	Hampton Group Inc
Don de Jong	Tridon Group
Doug Stanlake	Consultant
Eric Saulesleja	GSP Group
Farhad Noory	Royal Premier Homes
George Bikas	Drewlo Holdings Inc
Gord Thompson	Corlon Properties Inc.
Greg Bierbaum	Old Oak Properties
Jamie Crich	Auburn Developments Inc.
Jared Zaifman	London Home Builders Association
Jeff Paul	Stantec
Jeff Willick	Decade Group Inc.
Jennifer Jones	Sunningdale and Adelaide
Jim Bujouves	Farhi Holdings Corporation
Jim Sheffield	Nicholson Sheffield Architects
Joe Pereira	Sutton Realty
Jonathan Aarts	Orange Rock Developments
Josh Smith	DevEng
Justin Diotte	Sifton Properties Limited
Julian Novick	Wastell Homes
Laverne Kirkness	London Area Planning Consultants
Lisa Lansink	Realtor
Louie Maisano	Homebuilder

Mardi Turgeon	BlueStone Properties
Mark Resnick	SmartCentres
Maureen Zunti	Sifton Properties Limited
Michael Frijia	Southside Group
Mike Howe	Norquay Developments Limited
Mike Johnson	Urban Metrics Inc.
Mike Wallace	London Development Institute
Paul Hinde	Ironstone Building Company
Peter Sergautis	Extra Realty Limited
Phil Masschelein	Sifton Properties Limited
Phillip Abrantes	Kape Developments
Ric Knutson	Kenmore Homes (London) Inc
Richard Sifton	Sifton Properties Limited
Ryan Chantler	Stantec
Ryan Hern	DevEng
S. Graham	SegwayGroup
Sanjeev Sindwani	Foxwood Developments
Sandy Levin	Urban League
Sean Eden	Magnificent Homes
Shmuel Farhi	Farhi Holdings Corporation
Stephen Stapleton	Auburn Developments Inc.
Sue Wastell	Wastell Homes
Tim Stubgen	Stantec
Tony Fediw	AECOM
Tony Marsman	Rembrandt Homes
Vito Frijia	Southside Group

## Appendix D – Rationale for 2024 GMIS Project Timing Adjustments

The following sections provide commentary and rationale for project timing adjustments identified in Table 1 of the 2024 GMIS Annual Review & Update report.

### Adjustments to Previously Timed 2022 Projects:

**Sunningdale SWMF E1:** During the GMIS stakeholder interviews, this project was identified as not being needed in 2022 given no planning application has been submitted on the benefitting lands, thus the lands where the project is to be sited will not be available. The Landowner/developer identified that an application is anticipated in 2023, and that the facility design would need to be completed in 2024 in order for the subdivision phasing to be designed around the facility outlet. Staff recommend rescheduling this project to 2024 to avoid premature investment and align with planned development timing.

**White Oaks SWM 3 – West:** This stormwater management facility in the Southwest GMIS Area services a portion of a subdivision that is currently under review (39T-22502). The landowner/developer identified via email that this project as not being needed in 2023. A deferral of this project was requested to align the project with their planned 2024 development timing. Staff support rescheduling this project to 2024 to align construction with planned development timing.

### Adjustments to Previously Timed 2023 Projects:

**Kilally (A30) Growth Area – Phase 2 (Webster to Clarke), Water Project:** This project is to extend a watermain from Webster Street to Clarke Road, along Kilally Road. The watermain project is in support of development along the Kilally Road corridor. Through the GMIS Interviews, multiple landowners identified the need to revisit the sanitary servicing approach along Kilally Road. The request made was to coordinate the watermain project and a sanitary sewer project. The request by landowners was to either defer the watermain project until the sanitary sewer approach was confirmed or to advance the sanitary sewer project. The current sanitary sewer servicing solution is oversizing across private lands from developed lands in the west towards the east. Civic administration is open to considering sanitary servicing options for the Kilally area. Additional actions and collaboration with the development industry will be required to open this housing supply opportunity area, including extending the oversizing sanitary sewer to the Kilally right-of-way. Staff support rescheduling the Kilally Water project from 2023 to 2024 to allow the opportunity for those actions necessary to advance the overall servicing solution for the Kilally area.

### Adjustments to Previously Timed 2027 Projects:

**Stoney Creek SWM 10:** During the GMIS interviews, the landowner/ developer of the lands for which this facility would serve identified this project as not anticipated to be needed by 2027. A deferral of this project was requested to align the project with planned 2028 development timing. As no planning application has been submitted on the benefitting lands, Staff recommend rescheduling this project to 2028 to avoid premature investment.



## Appendix E – Detailed Commentary Regarding Developer Infrastructure Requests

Staff are unable at this time to support the project acceleration requests identified in Table 2 of the GMIS report for the following reasons:

**Sunningdale Road West – Hyde Park to Wonderland:** Auburn Developments requested the acceleration of Stormwater and Water projects to align with the 2025 road project identified in the 2021 DC Background Study. This is to service 1521 Sunningdale Road West. This property was not designated for residential development at the time of the DC Background study and the projects are not identified as GMIS infrastructure projects. Staff recommend that the servicing of this site be considered during the master servicing plans review in 2025.

**North Lambeth SWMF P1 – North:** Consistent with the previous year's interview, Southside Construction requested the acceleration of this Stormwater from 2033 to 2028, identifying that timing of development is expected within five years time. The benefiting lands do not have a current development application on site. It is premature to advance the project. Staff do not recommend the requested acceleration, but that the request be considered during the master servicing plans review.

**North Lambeth SWMF P1 – South:** Consistent with previous interviews, Southside Construction requested the acceleration of this Stormwater from 2033 to 2028, identifying that timing of development is expected within five years time. The benefiting lands do not have a current development application on site. It is premature to advance the project. Staff do not recommend the requested acceleration, but that the request be considered during the master servicing plans review.

**Sunningdale Road East – South Wenige Drive to Highbury Ave North, Road:** Auburn Developments requested the acceleration of the Roads project from 2028 to 2025 to align with planned project timing. There is no current development application on the site. The road project is not a GMIS project, as identified in Appendix B to this report. Staff recommend that the request be considered through the Mobility Master Plan process.

**Pack Road – Colonel Talbot Rd to Bostwick Rd:** Southside Construction requested the timing of the road project on Pack Road be reviewed. The road project is not a GMIS project, as identified in Appendix B to this report. Staff recommend that the request be considered through the Mobility Master Plan process.

**Bradley Avenue Extension – Wonderland Road South to Bostwick Rd (Phase 3):** Sifton Properties requested the timing of the road project be reviewed and considered for advancement. The extension of Phase 3 extension of Bradley Avenue will be contingent on the timing of subdivision application processes, and Staff recommend that the request be considered through the Mobility Master Plan process.

**Commissioners Road East (north side) – Jackson Rd to Sheffield Blvd, SWM and Sanitary:** Multiple landowners/developers identified that there is no trunk sewer along the section of Commissioners Road East, and that a sewer to the rear of the properties would be abutting the Meadowlily ESA Natural Heritage System feature. A SWM facility was also identified as an anticipated requirement for development. There is no development application on the subject sites. No GMIS projects are identified for the subject sites, as identified in Appendix B to this report. Staff recommend that the requests be considered through the master servicing plans review.

**Southdale Road West – Bostwick Rd to Colonel Talbot Rd:** York Developments requested the timing of the road project be reviewed and considered for advancement. This road project is not a GMIS project, as identified in Appendix B to this report. Staff recommend that the request be considered through the Mobility Master Plan process.

June 9, 2023

Chair and Members  
Strategic Priorities and Policy Committee  
City of London

### **2024 Growth Management Implementation Strategy (GMIS) Update**

GMIS is an annual updating. This agreed to process works. Before GMIS, the city got into a cash flow issue when too much infrastructure was put in before subdivisions began building out.

GMIS is an opportunity for the industry to share its plans with city staff to ensure the city is building infrastructure that is consistent with landowner plans and the City avoids putting infrastructure in the ground before the land owner is ready to move forward on a subdivision.

From a financial perspective, the purpose of GMIS is to ensure there is enough money available for the city to put in new sewers and roads to support development without taking on excessive debt without sufficient revenues coming in from development charges.

The City should never put itself in a position where it is borrowing money to pay the interest costs of previous debt. And yes, that can happen and GMIS is the means to avoid such a situation.

GMIS does not get in the way of the City's housing pledge – it supports it. Planning will still be needed to avoid putting services in the ground prematurely. All but one of the projects included in the review are in the development charges study which is important, because Council and the industry and the Urban League have agreed that the next DC study will be completed for 2028. This avoids the negative impacts on cash flow caused by the province's changes to DC legislation.

The Urban League supports the staff recommendation as being both fiscally responsible and supportive of housing creation.

Submitted on behalf of the Urban League of London by:

A Beaton

S. Levin



# 2024 GMIS Update Report



Strategic Priorities and Policy Committee

June 20, 2023

# Overview

- 2024 GMIS Process Recap
- Interviews
- Review of Developers' Requested Timing Changes
- GMIS Growth Allocation Model
- Recommended 2024 GMIS Timing Changes
- Next Steps

# What is the GMIS?

- An important tool to coordinate growth infrastructure with development approvals and pace of growth across the city, while ensuring financial sustainability.
- GMIS projects are identified in the DC background study.
  - GMIS projects directly impact specific subdivisions or site plan applications.
  - Projects are located within the Urban Growth Boundary (UGB).
- GMIS Updates allow timing adjustments to those DC-funded projects between DC background studies.
  - Updated annually based on developers' requests and extensive consultation.
- Goal is to provide a 3-year of single detached (LDR) in each greenfield area, where possible.



# 2024 GMIS Process Recap

<b><i>Timing</i></b>	<b><i>Milestone</i></b>
<b><i>April 6 &amp; 11, 2023</i></b>	<b><i>Milestone 1: GMIS Update Kickoff Meetings</i></b>
<b><i>April 14 – 28, 2023</i></b>	<b><i>Milestone 2: Development Community Rep Interviews</i></b>
<b><i>May 2, 2023</i></b>	<b><i>Milestone 3: Internal Divisions Project Managers Meeting</i></b>
<b><i>May 5, 2023</i></b>	<b><i>Milestone 4: Internal City Development Management Team Meeting (Internal Steering Committee)</i></b>
<b><i>May 29, 2023</i></b>	<b><i>Milestone 5: Draft GMIS/Follow-up Meeting</i></b>
<b><i>June 20, 2023</i></b>	<b><i>Milestone 6: City Staff GMIS Update Presentation to the SPPC - Public Meeting</i></b>



# 2024 GMIS Update

*2024 GMIS Update:*

## **DEVELOPER INTERVIEWS**

# Developer Interviews

## Developer Interviews: what we heard

- Some current uncertainty (interest rates) but strong housing market expected into the future.
- Increased market for MDR (townhouse) housing forms.
- Northeast/Kilally: Servicing solutions/timing need to be coordinated.
- Improve available permit ready lot supply. Need continued focus on bringing forward applications, advancing development approvals, and increasing supply.
- Review land needs and UGB; outside of GMIS scope, but happening in parallel through Land Needs study.





# Developer Requests

<b>Project</b>	<b>Area</b>	<b>2023 GMIS Timing</b>	<b>Requested Timing</b>
<b>Sunningdale SWM E1</b>	<b>North</b>	<b>2022</b>	<b>2024</b>
<b>Stoney Creek SWM 10</b>	<b>North</b>	<b>2027</b>	<b>2028</b>
<b>Kilally Rd - Water (Webster-Clarke)</b>	<b>Northeast</b>	<b>2023</b>	<b>Defer or Advance other services</b>
<b>White Oaks SWMF 3-West</b>	<b>Southwest</b>	<b>2022</b>	<b>2024</b>
<b>North Lambeth SWMF P1-North</b>	<b>Southwest</b>	<b>2033</b>	<b>2026</b>
<b>North Lambeth SWMF P1-South</b>	<b>Southwest</b>	<b>2033</b>	<b>2026</b>

# Other Developer Requests

<b>Project</b>	<b>Area</b>	<b>2023 GMIS Timing</b>	<b>Requested Timing</b>
<b>Sunningdale Rd W – Hyde Park to Wonderland</b>	<b>Northwest</b>	<b>n/a</b>	<b>2025 (All)</b>
<b>Sunningdale Rd E – South Wenige to Highbury</b>	<b>North</b>	<b>n/a</b>	<b>2025</b>
<b>Commissioners Rd E – Jackson to Sheffield (north side)</b>	<b>Southeast</b>	<b>n/a</b>	<b>Add</b>
<b>Pack Rd – Col. Talbot to Bostwick</b>	<b>Southwest</b>	<b>n/a</b>	<b>2028</b>
<b>Bradley Ave Extension – Wonderland to Bostwick</b>	<b>Southwest</b>	<b>n/a</b>	<b>Advance</b>
<b>Southdale Rd W – Col. Talbot to Bostwick</b>	<b>Southwest</b>	<b>n/a</b>	<b>Advance</b>

# GMIS 'Tests'

Demand/Supply  
by Area

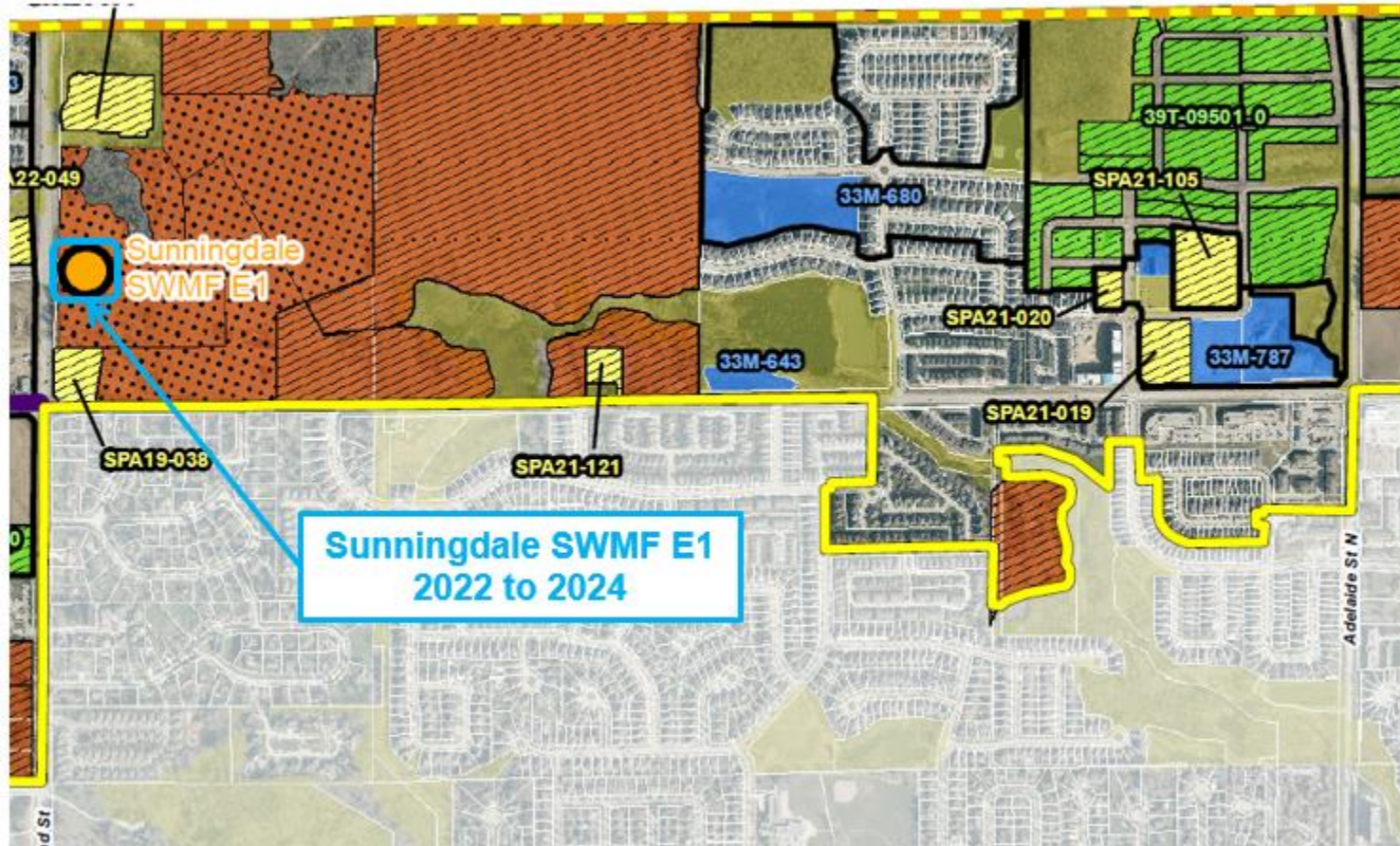
Progression of  
Developments

Health of  
Reserve Funds

**All three tests must be met  
to maintain project timing.**

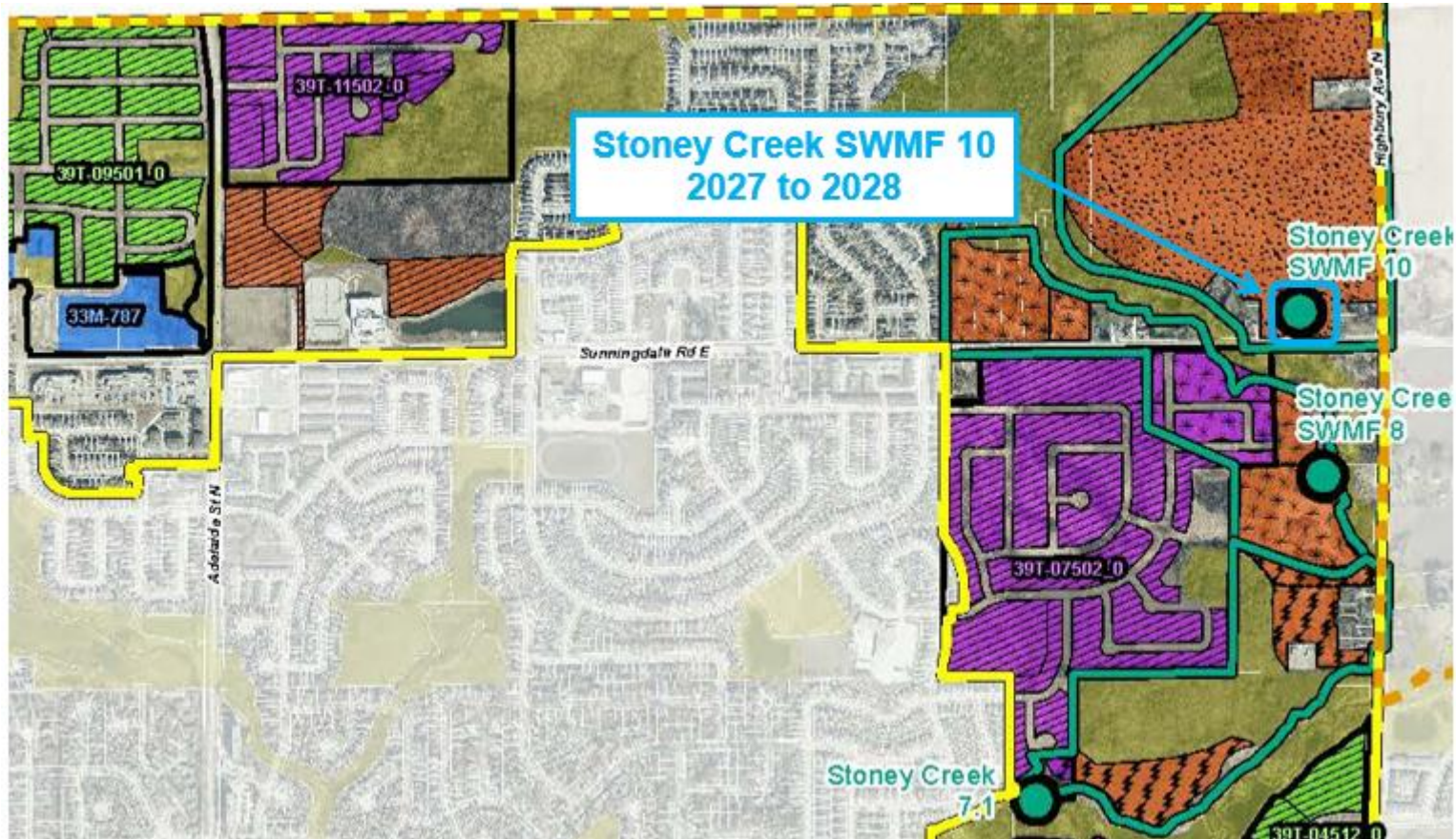
1. Is the project needed to provide additional buildable lots to meet demand in the growth area?  
**(GROWTH & BUILD-OUT ANALYSIS)**
  - If yes, proceed to Test 2
  - If no, maintain timing/defer project
2. Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?  
**(SUBDIVISION STATUS ANALYSIS)**
  - If yes, proceed to Test 3
  - If no, maintain timing/defer project
3. Can we afford the project?  
**(RESERVE FUND ANALYSIS)**
  - If yes, consider project acceleration
  - If no, defer project or alternatively other projects must be deferred to accommodate

# Developer Requests: North GMIS Area Request



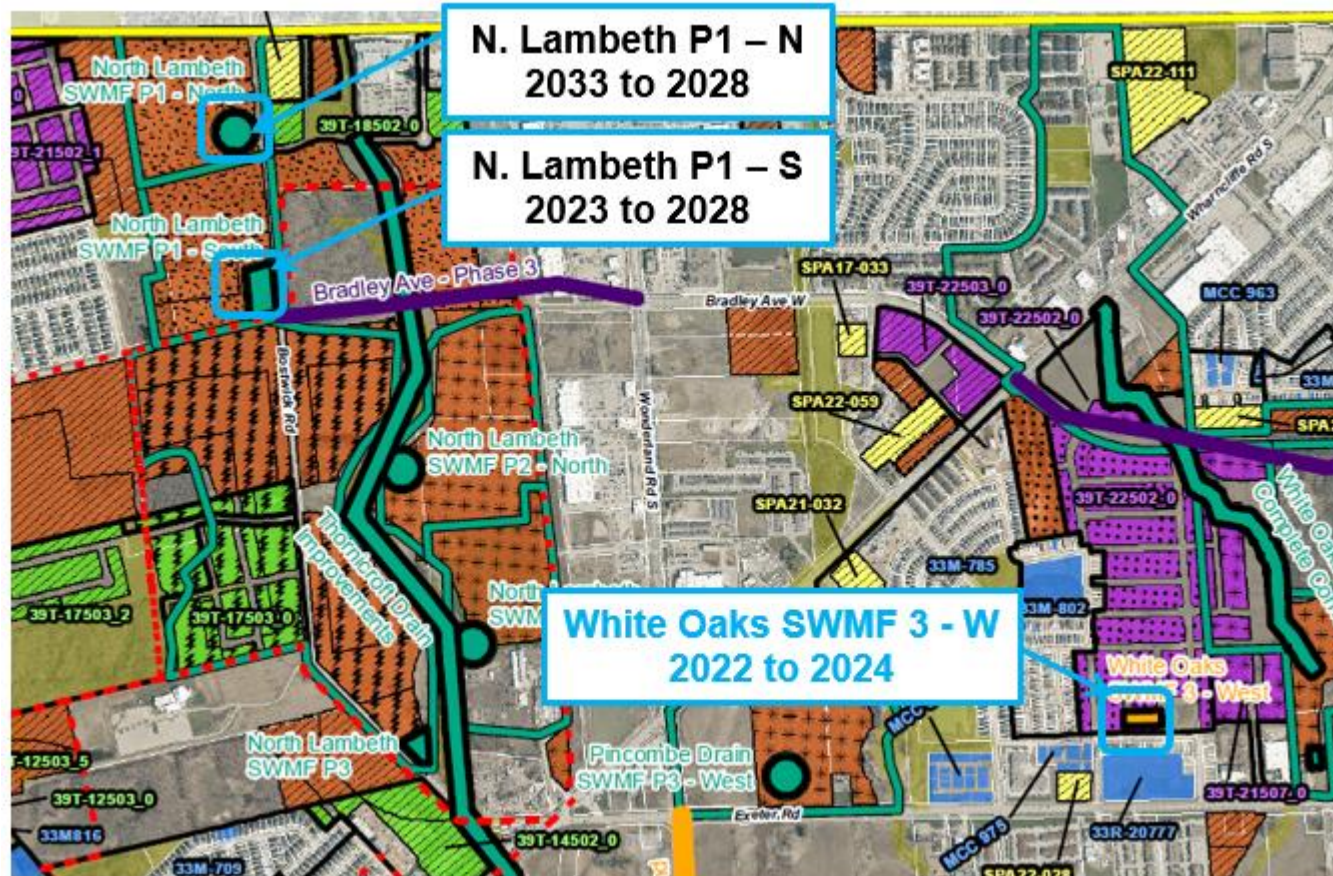
- GMIS timing was 2022; Application expected in 2023.
- Defer Stoney Creek SWM 10 to align with development timing

# Developer Request North GMIS Area Requests (continued)



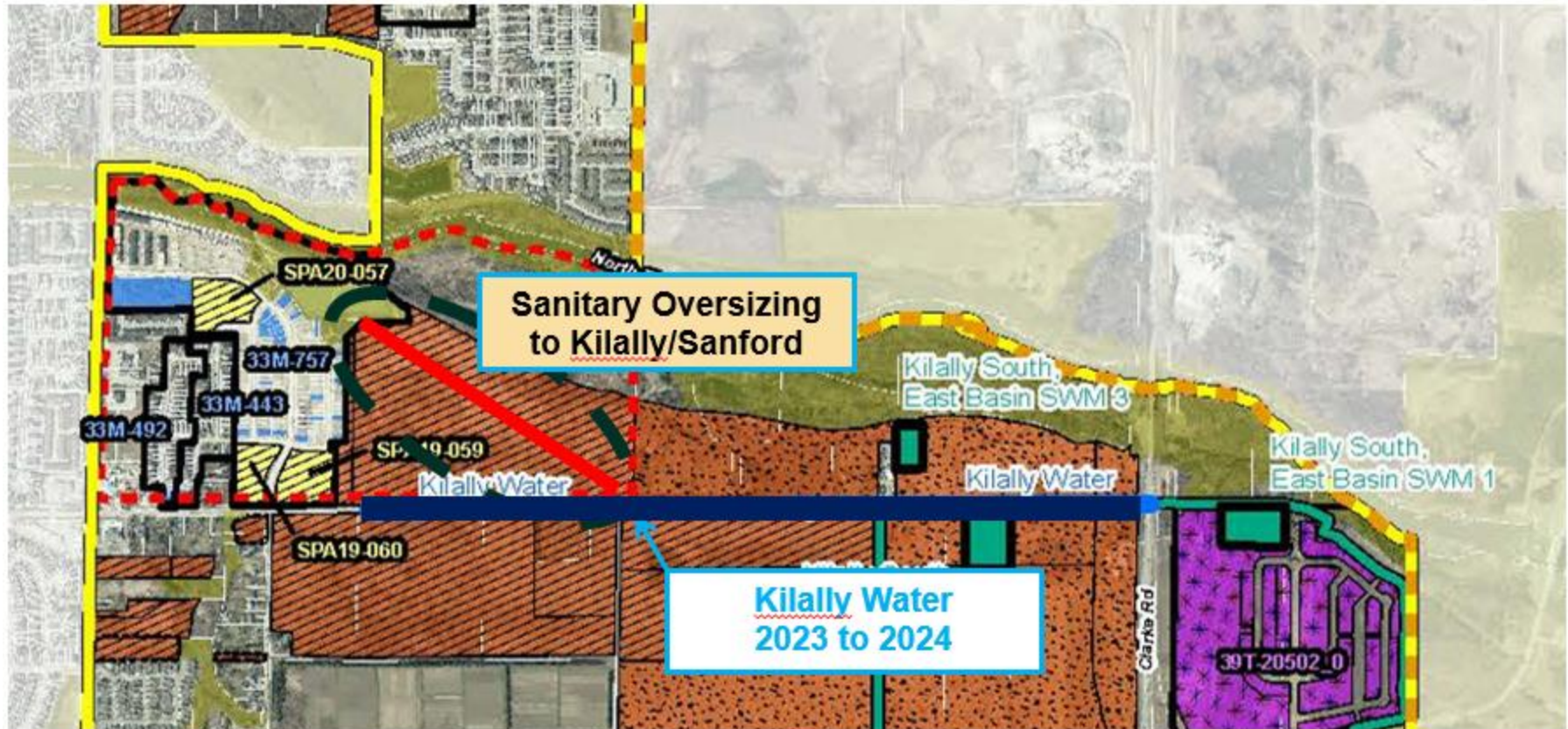
- No application on benefitting lands.
- Defer Stoney Creek SWM 10 to align with development timing.

# Developer Requests: Southwest GMIS Area Requests



- White Oaks SWMF 3 – West. Request to defer to 2024 to align with development timing
- North Lambeth SWMF P1-North and P1-South: Request to move 2033 to 2028. The 2028 timing aligns with Master Servicing Studies as part of next DC Background Study.

# Developer Requests: Northeast GMIS Area Requests



- Kilally Road – water (Webster to Clarke) scheduled for 2023.
- Current sanitary servicing is oversizing across lands, west-to-east (note: red line is illustrative, not representative of ultimate location).
- There is no trunk sewer infrastructure project identified in the 2021 DC Background Study.
- Additional actions and collaboration with developers needed to advance development opportunity in Kilally area.



# Other Developer Requests Summary

- Projects not in the GMIS.
- Requests to review timing/consider Advancement, no specified year.
- Requests to add new GMIS Infrastructure Projects.
- Requests to be considered as part of ongoing/upcoming initiatives
  - Mobility Master Plan or other Master Servicing Studies.





# 2024 GMIS Update: Targets/Modeling

*2024 GMIS Update:*

## **GMIS GROWTH TARGETS/MODELING**

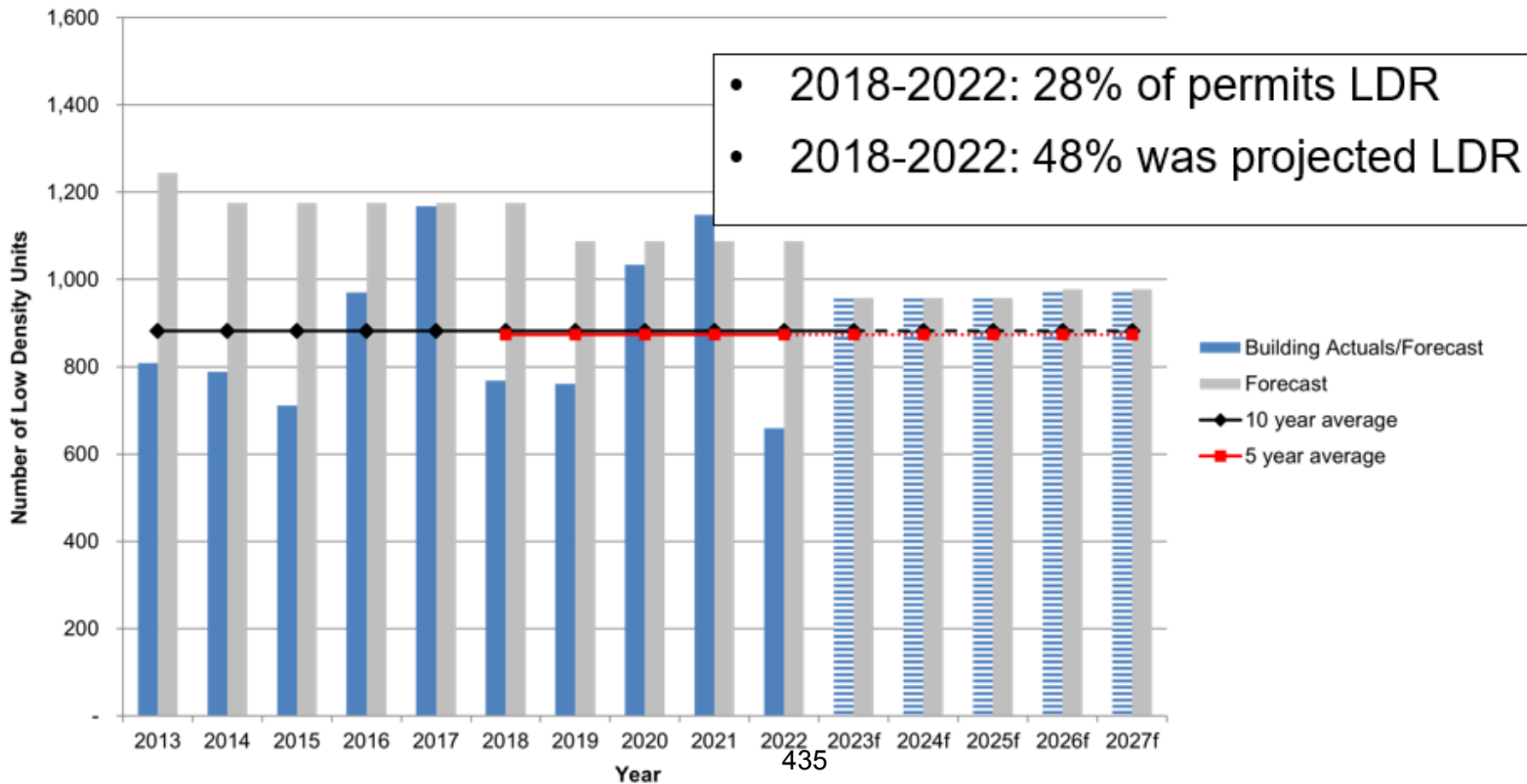


# 2024 GMIS Targets/Modelling

- Use LDR as a proxy as it mainly drives greenfield infrastructure investment.
- LDR demand based on 2022 Watson Projections (2021-2026 period projects: 3,540 units/year and 24% of which as LDR)
- DC Study growth allocations (single family units) model assumptions
  - North: 15%
  - Northwest: 20%
  - Northeast: 10%
  - Southeast: 15%
  - Southwest: 25%
  - West: 15%
- Registration occurs a minimum of 1 year after infrastructure constructed (buffer).
- Subdivision timing and phasing based on feedback received.
- Rolling target: three (3) years of registered lot supply in each greenfield area (where possible).
- Provide opportunities in multiple locations and for multiple developers (where possible).

# Low Density Residential

**Comparison of Low Density Residential  
Projected Growth and Actual Growth: 2013 - 2027**





# GMIS Growth Model: Allocations example

## Northeast Demand and Supply Analysis

LDR Units/Year Watson Scenario	958	958	958	978	978	978	978	978	938	938	938
* 91% on greenfield lands	776	776	776	792	792	792	792	792	760	760	760
* 11% of unit construction as VLC	Capture %	10%	10%	10%	15%	15%	15%	15%	15%	20%	20%

May 2023

	0	1	2	3	4	5	6	7	8	9	10
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Supply	7	-10	151	396	513	619	753	843	841	864	941
Add: New Supply	61	238	323	236	224	253	209	117	175	229	140
Subtotal	68	228	474	632	737	872	962	960	1016	1093	1081
Subtract: Demand	78	78	78	119	119	119	119	119	152	152	152
Years of Serviced Supply	0.9	2.9	6.1	5.3	6.2	7.3	8.1	8.1	6.7	7.2	7.1
Remaining	-10	151	396	513	619	753	843	841	864	941	929

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

	2021 DC Study construction timing maintained
X	Proposed 2024 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Yr	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
39T-20502	2023	2024	233		117	116	0	0	0	0	0	0	0	0	0	0	0	0	0
HH-100	Serviced	2025	78			39	39	0	0	0	0	0	0	0	0	0	0	0	0
HH-101/102	Serviced	2027	3				3	0	0	0	0	0	0	0	0	0	0	0	0
HH-103/205	Serviced	2024	358		60	60	60	60	60	58	0	0	0	0	0	0	0	0	0
HH-104/204	Serviced	2023	367	61	61	61	61	61	62	0	0	0	0	0	0	0	0	0	0
HH-105/206 Ph1	Serviced	2025	233			47	47	47	47	45	0	0	0	0	0	0	0	0	0
HH-105 Ph 2/206/701	2026	2027	528					53	53	53	53	53	53	53	53	53	51	0	0
HH-105 Ph 3	2028	2029	312							52	52	52	52	52	52	52	0	0	0
HH-106/700	2031	2032	138										35	35	35	33	0	0	0
HH-202/203	Serviced	2028	8						8	0	0	0	0	0	0	0	0	0	0
HH-207	2031	2032	44											44	0	0	0	0	0
F5-100	Serviced	2026	29				29	0	0	0	0	0	0	0	0	0	0	0	0
F5-200/201/202	Serviced	2028	23						23	0	0	0	0	0	0	0	0	0	0
CM-100/101	2030	2031	11									6	5	0	0	0	0	0	0
CM-103	Serviced	2029	1							1	0	0	0	0	0	0	0	0	0
CM-104	2030	2031	78									39	39	0	0	0	0	0	0
CM-105	2030	2031	25									25	0	0	0	0	0	0	0
CM-106	Serviced	2032	1										1	0	0	0	0	0	0
AP-701	Serviced	2030	12									12	0	0	0	0	0	0	0
<b>Total</b>			<b>2482</b>	<b>61</b>	<b>238</b>	<b>323</b>	<b>236</b>	<b>224</b>	<b>253</b>	<b>209</b>	<b>117</b>	<b>175</b>	<b>229</b>	<b>140</b>	<b>140</b>	<b>86</b>	<b>51</b>	<b>0</b>	<b>0</b>

Note: No application (grey) supply includes vacant OP Designated VU LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Kilally Road Water		X																
Kilally Road Road Improvements																		
Kilally South, East Basin, SWMF 2																		
Kilally South, East Basin, SWMF 3																		



# LDR External Servicing by GMIS Area

## 2023-2031 Projected LDR Serviceable Lot Supply in Years (Watson 2022 Projections share)

	2023	2024	2025	2026	2027	2028	2029	2030	2031
North	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.
Northwest	5+ Yrs.	3-5 Yrs.	3-5 Yrs.	3-5 Yrs.	2-3 Yrs.	1-2 Yrs.	Build-Out	Build-Out	Build-Out
Northeast	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.
Southeast	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.
Southwest	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.	5+ Yrs.
West	5+ Yrs.	3-5 Yrs.	3-5 Yrs.	3-5 Yrs.	2-3 Yrs.	1-2 Yrs.	Build-Out	Build-Out	Build-Out





# Projected LDR Permit Ready Supply by GMIS Area

## 2023-2031 Projected LDR Registered Supply in Years (Watson 2022 Projections share)

	2023	2024	2025	2026	2027	2028	2029	2030	2031
North	2-3 Yrs.	3+ Yrs.	3+ Yrs.	Target Met		3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.
Northwest	3+ Yrs.	3+ Yrs.	2-3 Yrs.	3+ Yrs.	2-3 Yrs.	1-2 Yrs.	Build-Out		
Northeast	1-2 Yrs.	2-3 Yrs.	3+ Yrs.	Target Met		3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.
Southeast	3+ Yrs.	3+ Yrs.	3+ Yrs.	Target Met		3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.
Southwest	2-3 Yrs.	3+ Yrs.	3+ Yrs.	Target Met		3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.
West	2-3 Yrs.	1-2 Yrs.	1-2 Yrs.	2-3 Yrs.	2-3 Yrs.	1-2 Yrs.	Build-Out		
Greenfield Areas	2-3 Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.	3+ Yrs.



<sup>438</sup>



# 2024 GMIS Update: Timing Adjustments

*2024 GMIS Update:*

## **2024 GMIS TIMING ADJUSTMENTS**



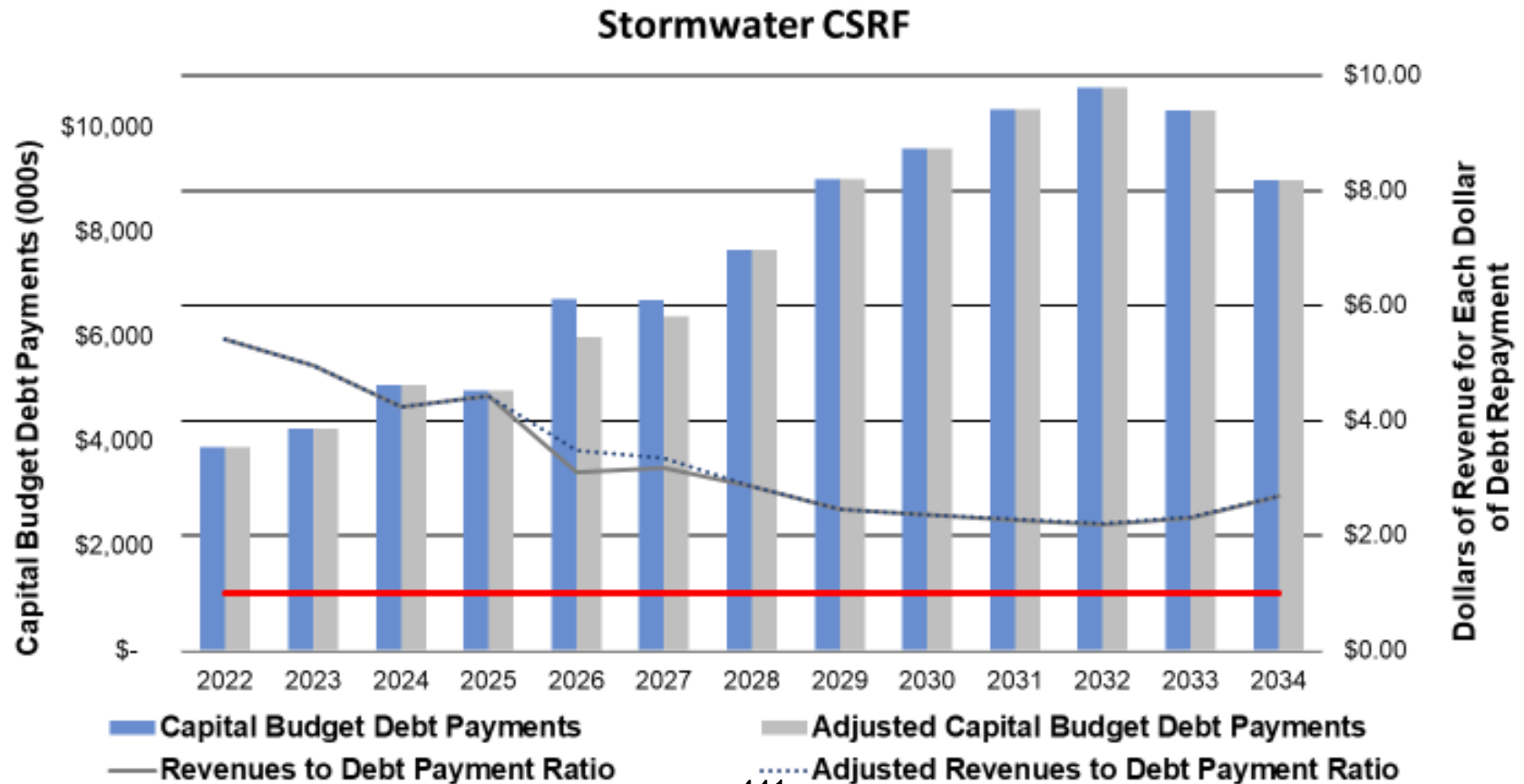
# Recommended 2024 GMIS Timing Adjustments

Service	Project Description	2023 GMIS Timing	Rationale for Timing Change	2024 GMIS Year	Total Gross Cost
Stormwater	Sunningdale SWM E1	2022	No application on benefitting lands	2024	\$3.3M
Stormwater	Stoney Creek SWM 10	2027	No application on benefitting lands	2028	\$3.0M
Water	Kilally Rd (A30) Webster-Clarke	2023	Ongoing action to advance Kilally area development opportunity	2024	\$6.3M
Stormwater	White Oaks SWMF 3-West	2022	Coordinate infrastructure with development timing	2024	\$3.0M





# Adjusted Stormwater Reserve Fund



# Moving Forward

## **GMIS - DC Infrastructure Timing**

- Continue to monitor DC revenues and development trends.
- Ongoing collaboration with developers re: servicing solution and address housing opportunity in Kilally area.
- Use GMIS work to inform land need study/UGB review.

## **Non-GMIS - Planning Approvals (Development Services)**

- Continue to advance work of housing Reference Groups.
- Maintain focus on working together to advance applications to registration and improving efficiencies in development approval processes.



Experience. The Difference.™

Planning and Economic Development  
 City of London  
 300 Dufferin Ave  
 London, ON

June 9, 2023

Attention: Scott Mathers, Deputy City Manager, Planning & Economic Development

**RE: 2024 GMIS Request – Amendments to 2024 Planned Kilally Road CSRF works**

---

On May 29<sup>th</sup>, 2023, City of London Staff presented a draft of the 2024 GMIS program. One of the highlights was the deferral of the Kilally Water project (DC ID DC14WD0040) to 2024. Additionally, **Sifton’s previous request for the inclusion of a sanitary trunk sewer to the water project was also deferred for further discussion between the City of London and local landowners/developers. This letter is intended to provide further background on the need for the sanitary trunk sewer to be included in the 2024 GMIS program and provide multiple options on a path forward.**

There are estimates of a 1 million+ population growth in Canada in 2022, with the London region positioning itself for accelerated population growth in the immediate term. However, the 47,000-unit growth target adopted by the City of London is based on 2021 census and not current population. Sifton anticipates needing more units, faster, than the 10-year target once the market recovers later this year.

**Sifton has no current available single-family inventory in registered plans in London at this time. Demand continues to far outstrip the municipal timelines for new supply. Our proposed Caverhill East Draft Plan is Sifton’s NUMBER ONE PRIORITY in 2024 to bring forward much needed single and multi-family residential homes to North-east London. We request an urgent appeal to yourself and Council to facilitate not just a water, storm servicing and road improvements to Kilally Road in 2024, but the required sanitary sewer as well. This planned 2024 project should be deferred in their entirety unless a sanitary sewer outlet is provided for our project in 2024. The works are constructed to allow for new growth to commence. But no new growth can occur unless a sanitary outlet also exists.**

Sifton understands there is an upcoming Council agenda item to defer a new Development Charge Background Study until 2028. This means upcoming draft plan approved sites and those under consideration may not have discrete projects identified in the current DC Background Study. **The GMIS system needs to be more fluid and flexible in response to a Growth Servicing Plan that lacks correlation**



Experience. The Difference.™

**to current growth targets and market conditions. GMIS must adapt to market and developer needs to ensure fully serviced lands.** The DCRF will continue to increase at current or accelerating rates and new spending must be added to the GMIS to keep fund surpluses at acceptable levels. As of end of 2022, DCRF balance sits at nearly \$325 million with a surplus of \$45 million. Sifton is optimistic that the GMIS update process is well positioned to adapt and allocate DC funds in a responsible, growth-driven manner.

With respect to Sifton's developments and property interests, Sifton has two subdivision developments straddling the Veteran's Memorial Parkway and Kilally Road intersection that will benefit from this project, including the required sanitary sewer outlet for all lands. Please refer to the provided presentation for further details on these proposed developments.

Currently, only the Caverhill East site is planned to be provided with sanitary servicing via a pump station and forcemain. The pump station will serve approximately 600 new units of varying density and has a construction cost of \$5.72 million (estimated by AECOM, 2022). Considering the most current Growth Wastewater Servicing Plan and the status of other development along Kilally, the pump station will be required to be operational well beyond a 10-year period and would be considered a permanent solution. **Thus, claimable and eligible for reimbursement under the Development Charges By-Law.**

Sifton retained Stantec to investigate the validity of a gravity sewer profile that could serve all properties along Kilally Road from VMP to Sanford Street. Please refer to the provided report by Stantec. Stantec confirmed the profile and sizing of a gravity sewer solution that provides sanitary servicing to a potential 8,500 new units with a construction cost of \$1.37 million (estimated by Stantec, 2023). The area served is upwards of 175 hectares and the unit estimate is based on known development submissions or an average density of 50 units per hectare.

Clearly, the sanitary gravity sewer is the most efficient use of development charge funds and can further be optimized by inclusion of the sanitary sewer into the 2023 planned water service project along Kilally Road (DC ID DC14WD0040). **If the sanitary sewer is not added to the scope of work along Kilally Road, in Sifton's opinion, the future stormwater management facilities Kilally South, East Basin SWM 2 (2026) and Kilally South, East Basin SWM 3 (2031) become wasted effort as the land's tributary to these SWM ponds will not have sanitary servicing and thus will not be developable.** The total estimated costs for the two SWM ponds exceed \$8.21 million (2023 GMIS).

The 2019 One Water Development Charge Update Study, specifically the 2019-2038 Growth Wastewater Servicing Plan, planned for this area to receive sanitary servicing through an internal sewer oversizing credit (City Project Number ES5254, Trunk Sewer ID KL2A) with total estimated costs of \$186,781. Given the number of properties between the currently developed land to the West and the



Experience. The Difference.™

Caverhill sites, Sifton estimates a minimum 10-15-year delay in servicing the Caverhill lands if internal sewer oversizing remained the approach. As part of the above-mentioned report from Stantec, a current and more detailed estimate on the sanitary sewer oversizing subsidy credit was provided and concluded that the 2023 estimated credit is \$759,599. A large difference than the 2019 One Water Study and begins to push toward the estimate for the gravity trunk sewer construction. This further validates the gravity sanitary sewer as the most prudent approach.

After the presentation of the Draft 2024 GMIS Update, City of London Staff expressed reasoning for the deferral of the Kilally Water project and need for further discussion centered around the need for the trunk sewer to cross through lands known as Edgevalley Subdivision Phase 2 currently owned by Drewlo, refer to internal servicing drawing by MTE. It is Sifton's understanding there has not been an accepted draft plan of subdivision application for Edgevalley Phase 2, however the necessary reports to support an application are underway. **The adjacent subdivision to the West, known as Edgevalley Phase 1, includes a sanitary trunk sewer with capacity to support a population of 26,785 and is the intended outlet for lands along Kilally Road, refer to as-built sanitary area plan by MTE. Sifton requires the City of London's urgent assistance to facilitate access to this sanitary sewer to enable our 2024 timelines.**

Recognizing the need for a strategy to connect a sewer from the Kilally Road right of way to the outlet at the Northeast limit of Edgevalley Phase 1 and to allow upstream development along with the construction of the Kilally sanitary trunk sewer to proceed, Sifton offers the following options:

1. Edgevalley Phase 2 draft plan of subdivision application and subsequent subdivision agreement progresses in a timely manner and coincides with the construction of the trunk sewer along Kilally.
2. The trunk sewer along Kilally is temporarily capped adjacent to the anticipated roadwork internal to Edgevalley Phase 2. Upstream development applications and approvals can proceed with conditions to limit sanitary service connections until the trunk sewer extension through Edgevalley Phase 2 is complete.
3. Sifton and/or the City of London to negotiate with the landowner of Edgevalley Phase 2 to allow the construction of the trunk sewer extension prior to advancement of a draft plan of subdivision application on the subject lands.
4. The City of London facilitates an easement through Edgevalley Phase 2 to enable the construction of the trunk sewer extension prior to advancement of a draft plan of subdivision application on the subject lands.



Experience. The Difference.™

With the above technical and economic justification as well as the multiple paths forward presented, Sifton requests the sanitary trunk sewer be added to the 2024 GMIS update to allow detailed design to commence immediately and construction of the Kilally Road project to be complete in 2024.

We appreciate and thank you for your time and consideration regarding these matters and look forward to working together to develop the City of London in a responsible and timely manner.

Yours truly,

**Sifton Properties Limited**

DocuSigned by:

2A5EC5C8C8194A6...  
**Phillip Masschelein**

Senior Vice President  
Neighbourhood Developments

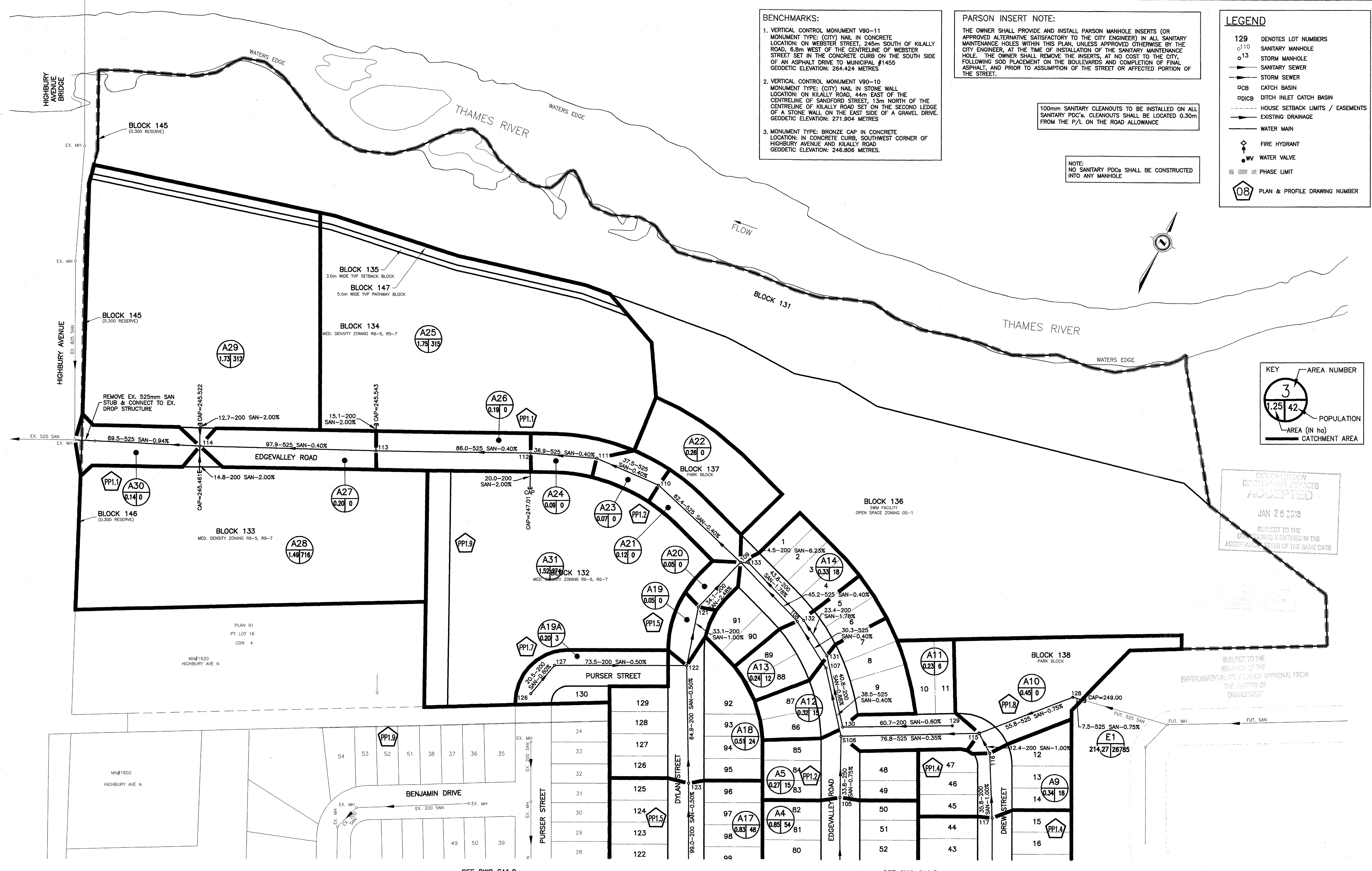
DocuSigned by:

407AFE8DBEBB409...  
**Justin Diotte, P.Eng.**

Manager, Engineering  
Neighbourhood Developments

Cc: Travis Macbeth, Planning & Economic Development

P:\P\42024\104\DWG\42024-104\_GP1.DWG



EXISTING SERVICES	DRAWING #, SOURCE	DATE	CONSTRUCTED SERVICES	COMPLETION	DETAILS	No.	REVISIONS	DATE	CONSULTANT
					DESIGN	965	ISSUED FOR CITY REVIEW	02/MAR/17	MTE (SGS)
					DRAWN BY	AM/SJS	ISSUED FOR 2ND SUBMISSION REVIEW	29/MAR/17	MTE (SGS)
					CHECKED	RAJ	ISSUED FOR 3RD SUBMISSION REVIEW	29/AUG/17	MTE (SGS)
					APPROVED	GNK	ISSUED FOR FINAL SUBMISSION	24/JAN/18	MTE (SGS)
					DATE	JAN/18			

SEE DWG SA1.2

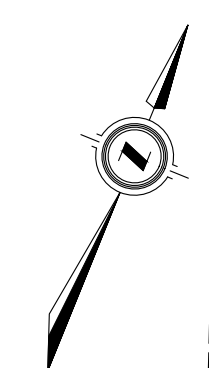
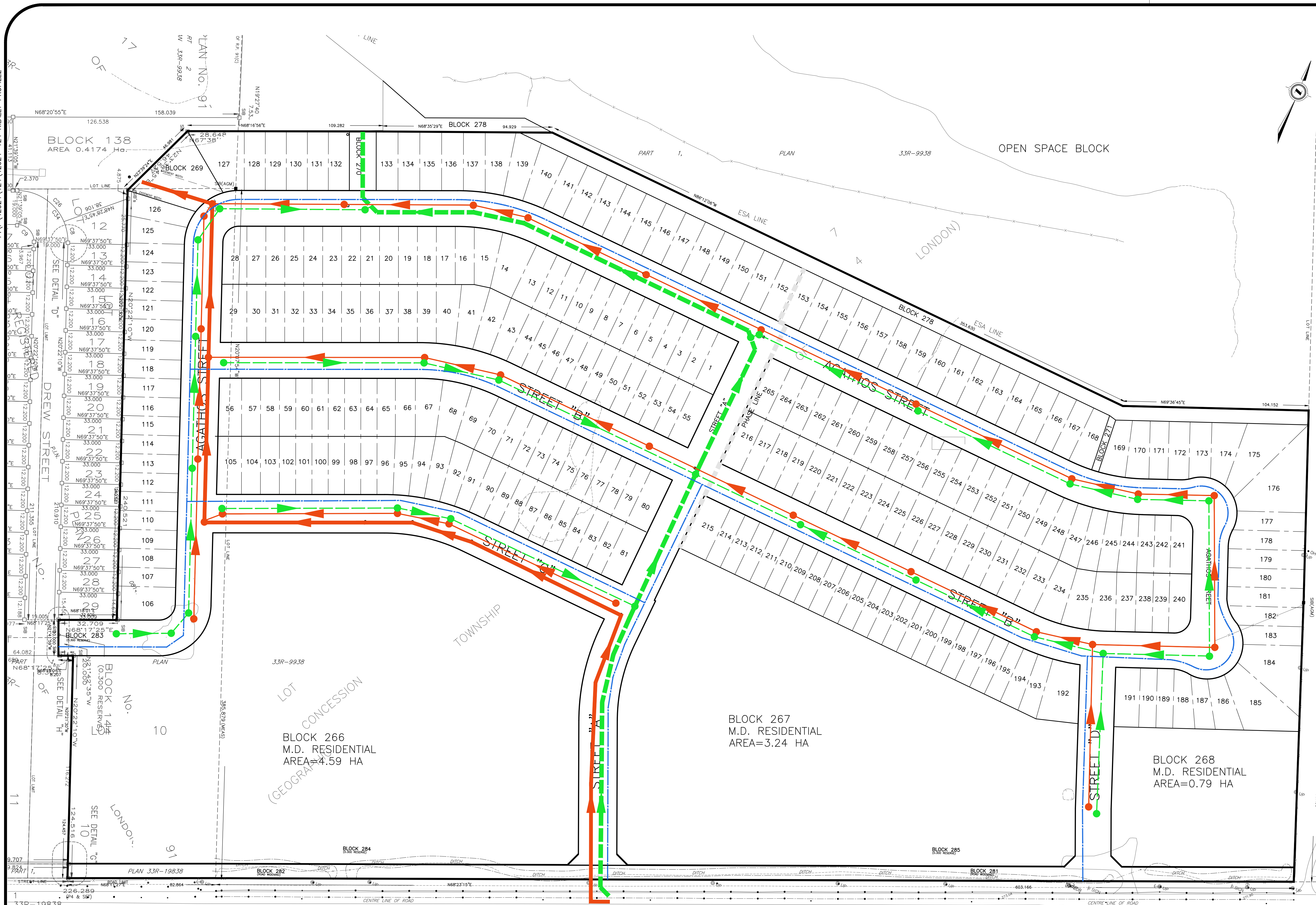
ENGINEER'S STAMP  
LICENSED PROFESSIONAL ENGINEER  
G. V. KARUGU  
100113507  
25/01/2018  
PROVINCE OF ONTARIO

CORPORATION OF THE CITY OF LONDON  
London CANADA

SCALE  
HORIZONTAL SCALE - 1 : 1000  
10m 0 20m

EDGE VALLEY SUBDIVISION  
DREWLO HOLDINGS INC.  
INTERNAL SANITARY  
NORTH DRAINAGE PLAN

PROJECT No. 42024-104  
RECEIVED BY SHEET No. SA1.1  
JAN 25 2018  
City of London Development Services  
PLAN FILE No. 5



**LEGEND**

- LOCAL SANITARY SEWER
- LOCAL STORM SEWER
- ▲— TRUNK SANITARY SEWER
- ▲— TRUNK STORM SEWER
- LOCAL WATERMAIN

No.	REVISION	BY	DATE
6.			
5.			
4.			
3.			
2.			
1.			

City of London

**MTE**  
Engineers, Scientists, Surveyors

519-204-6510      www.mte85.com

OWNER  
DREWLO HOLDINGS INC.

PROJECT  
EDGEVALLEY SUBDIVISION PHASE 2  
LONDON ONTARIO

DRAWING  
**INTERNAL SERVICING**

Project Manager	RL	Project No.	42024-124
Design By	SGS	Checked By	
Drawn By	JPF	Checked By	
Surveyed By	MTE	Drawn No.	
Date	Apr.10/19	<b>FIG 11</b>	
Scale	1:1000	Sheet	1 of 1

LEGAL DESCRIPTION  
Part of Lot 7 Concession 4  
(Geographic Township of London)  
In the City of London  
County of Middlesex





Experience. The Difference.™

June 19, 2023

Chair and Members  
Strategic Priorities and Policy Committee  
City of London

**RE: 2024 GMIS Request – Amendments to 2024 Planned Kilally Road DC Works**

---

In its report to the SPPC, City of London Staff is recommending the deferral of the Kilally Water project DC ID DC14WD0040 to 2024.

Additionally, Sifton's request for the inclusion of a sanitary trunk sewer to the proposed water project was also deferred for further discussion between the City of London and local landowners/developers.

**Sifton has no current available single-family inventory in registered plans in London at this time. Although recent demand has reduced, mid and long-term supply is anticipated to exceed demand. Our proposed Caverhill East Draft Plan that requires this GMIS work is Sifton's NUMBER ONE PRIORITY in 2024 to bring forward much needed residential inventory to North-east London.**

We wish to make an urgent appeal to the SPPC and Council to facilitate not just the water works, storm servicing and road improvements to Kilally Road in 2024, but also the required sanitary sewer.

This planned 2024 project should be deferred in its entirety unless a sanitary sewer outlet is provided. The required sanitary outlet is designed to service a population of 26,785 people - this is the only gravity sanitary outlet to service the entire drainage area, and access to this outlet is required and is a condition for the occupancy of any new units in this drainage area. The works are proposed to support new growth, but no new growth can occur unless a sanitary outlet also exists.

Currently, the Caverhill East site was previously planned to be provided with sanitary servicing via a local pump station and forcemain. The pump station is proposed to serve approximately 600 new units of varying density and has a construction cost of \$5.72 million (estimated by AECOM, 2022). Considering the most current Growth Wastewater Servicing Plan and the status of other development along Kilally Road, the pump station will be required to be operational well beyond a 10-year period and would therefore be considered a permanent solution. Thus, claimable and eligible for reimbursement under the claimability rules for the Development Charges By-Law. If coupled with the water and road reconstruction works, the alternative sanitary trunk sewer has a construction cost of only \$1.37 million (estimated by Stantec, 2023).

**In summary, \$5.72 million for 600 proposed units or \$1.37 million for 8,000 potential units. The sanitary sewer option is 1/4 the cost for 13X more supply vs. the pumping station option.**

While Sifton recognizes Staff's acknowledgement of the importance and potential of the Kilally Growth Area, the report cites calibration to a demand input of 978 units per year. We believe the GMIS program is disconnected from its role in meeting the City of London's Housing Pledge target of 47,000 units by 2031. Over the last 12 months, Sifton has provided Planning and Economic Development Staff the technical, economic and logical justification to include the sanitary sewer into the Kilally Road project



Experience. The Difference.™

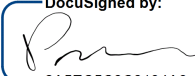
through numerous meetings, presentations, reports and letters.

**For the Kilally Growth Area to meaningfully contribute to the London Housing Pledge, Sifton requests the Strategic Priorities and Policy Committee and Council include the sanitary trunk sewer in the Kilally Water project immediately and tender for construction in 2024.**

We appreciate and thank you for your time and consideration regarding these matters and look forward to working together to develop the City of London in a responsible and timely manner.

Yours truly,

**Sifton Properties Limited**

DocuSigned by:  
  
2A5EC5C8C8194A6...

**Phillip Masschelein**  
Senior Vice President  
Neighbourhood Developments

Cc: Scott Mathers, Deputy City Manager, Planning & Economic Development  
Cc: Travis Macbeth, Planning & Economic Development

**Ministry of Natural Resources  
and Forestry**

Office of the Minister

99 Wellesley Street West  
Room 6630, Whitney Block  
Toronto ON M7A 1W3  
Tel: 416-314-2301

**Ministère des Richesses  
naturelles et des Forêts**

Bureau du ministre

99, rue Wellesley Ouest  
Bureau 6630, Édifice Whitney  
Toronto ON M7A 1W3  
Tél.: 416 314-2301



May 30, 2023

Mayor Josh Morgan  
Barb Westlake-Power, Deputy City Clerk  
City of London  
[bwestlak@london.ca](mailto:bwestlak@london.ca)

Dear Mayor Morgan and Ms. Westlake-Power:

Thank you for your application on behalf of the City of London seeking Minister's exceptions under the *Conservation Authorities Act* (CAA) from the requirement in subsection 14 (1.1) for at least 70 per cent of municipal appointments to a conservation authority to be selected from among members of municipal council.

After carefully considering your application regarding the appointment of one non-elected member to the Lower Thames Valley Conservation Authority (LTVCA) and two non-elected members to the Kettle Creek Conservation Authority (KCCA), I have decided to not grant the City of London exceptions to subsection 14 (1.1) of the CAA pursuant to my authority under subsection 14 (1.2).

Allowing the City of London appoint one non-elected member as the only member to the LTVCA and two non-elected members and one council member to the KCCA, thereby avoiding the requirement for at least 70 per cent of a participating municipality's appointees to be selected from among members of municipal council, does not meet the intent of section 14 of the CAA which is to ensure greater elected council representation in conservation authorities. In this instance, I think it is important for the City of London to comply with this requirement and it is not appropriate to grant these exceptions. As a result, I would request that the City of London ensure that the necessary steps are taken during the 2023 recruitment process to ensure members of council are appointed to the LTVCA and the KCCA in compliance with the requirements of subsection 14 (1.1) of the CAA.

I would ask that once council members have been appointed to the LTVCA and the KCCA, that you confirm in writing via email to my Ministry ([ca.office@ontario.ca](mailto:ca.office@ontario.ca)) that the City of London has taken the necessary steps to comply with this provision with respect to both conservation authorities.

Please share this correspondence with municipal council as well as the LTVCA and the KCCA.

Sincerely,

A handwritten signature in black ink, appearing to read "Graydon Smith". The signature is fluid and cursive, with the first name being more prominent.

The Honourable Graydon Smith  
Minister of Natural Resources and Forestry

c: Jennifer Keyes, Director, Resources Planning and Development Policy Branch,  
MNRF  
Conservation Authority Office (via [ca.office@ontario.ca](mailto:ca.office@ontario.ca))