

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

14th Meeting of the Strategic Priorities and Policy Committee

September 17, 2024

1:00 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

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

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Pages

### 1. Disclosures of Pecuniary Interest

### 2. Consent

- |     |  |    |
|-----|--|----|
| 2.1 | Mayoral Direction 2024-001, City-Owned Parking Lot Redevelopment                                 | 3  |
| 2.2 | Municipal Accommodation Tax - Tourism London Annual Report                                       | 17 |
| 2.3 | Neighbourhood Parks Improvement Fund   | 23 |
| 2.4 | Confirmation of Appointment to the Argyle BIA  | 29 |
| 2.5 | 6th and 7th Reports of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee | 30 |

### 3. Scheduled Items

### 4. Items for Direction

- |     |   |    |
|-----|---|----|
| 4.1 | 2nd Report of the Strategic Opportunities Review Working Group<br>(Note: The 2nd Report of the Strategic Opportunities Review Working Group was considered at the Council meeting held on July 23, 2024.) |    |
| 4.2 | 3rd Report of the Strategic Opportunities Review Working Group  | 47 |
|     | a. (ADDED) Request for Delegation Status - Andy McGuigan  | 49 |
| 4.3 | 12th Report of the Governance Working Group   | 52 |
|     | a. Federation of Canadian Municipalities - Women's  | 58 |

**5. Deferred Matters/Additional Business**

5.1 *(ADDED) Support for a Grant Application for the Growing Canada's Community Canopies - Councillors S. Franke and C. Rahman*

61

**6. Confidential (Enclosed for Members only.)**

6.1 Labour Relations/Employee Negotiations / Land Acquisition/Disposition / Solicitor-Client Privileged Advice

A matter pertaining to reports, advice and recommendations of officers and employees of the Corporation carried on or to be carried on by or on behalf of the municipality concerning employee negotiations and labour relations, proposed acquisitions and dispositions of land, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**7. Adjournment**

## Report to Strategic Priorities and Policy Committee

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

**From:** Scott Mathers, MPA, P.Eng.  
Deputy City Manager, Planning and Economic  
Development

**Subject:** Mayoral Direction 2024-001, City-owned Parking Lot  
Redevelopment

**Date:** September 17, 2024

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions be taken with respect to Mayoral Direction 2024-001:

- (a) Civic Administration **BE DIRECTED** to undertake a procurement process to solicit development proposals from qualified firms that can redevelop City-owned parking lots for high-density housing and public parking at the following locations:
- i) 641 Queens Avenue,
  - ii) 434 Elizabeth Street,
  - iii) 84 Horton Street,
  - iv) 199 Ridout Street, and
  - v) 824 Dundas Street.
- (b) The financing for site investigations needed to support the procurement process **BE APPROVED** in accordance with the Source of Financing Report attached, hereto, as Appendix 'A'.

## Executive Summary

The purpose of this report is to provide Municipal Council with information regarding a prioritized list of City-owned parking lots for potential redevelopment as high-density housing while considering prioritized public parking needs as directed by Mayoral Direction 2024-001. It is recommended that a procurement process be undertaken to solicit development proposals from qualified firms that can redevelop five (5) prioritized City-owned parking lots. Approval of financing is needed for basic site investigations to support the procurement process.

## Linkage to the Corporate Strategic Plan

This recommendation will support the advancement of Municipal Council's 2023-2027 Strategic Plan and the following strategic areas of focus:

*"Housing and Homelessness" – contribute to a well-planned and growing community.*

The redevelopment of City-owned parking lots will direct growth and intensification to underutilized sites, maximizing municipal land assets and resources (Strategic Plan, 3.1 c.). The redevelopment of City-owned parking lots will increase the supply of housing in strategic locations that will capitalize on investments in servicing, Rapid Transit and the Core Area, and will contribute to intensification targets (Strategic Plan, 3.2 b.).

*"Wellbeing and Safety" – contribute to an affordable and supportive community for individuals and families.* The redevelopment of City-owned parking lots will add new units to the housing supply and focus on high-density housing forms to provide more

diverse housing choices and make housing more affordable and attainable to households (Strategic Plan, 2.1 b.).

*“Economic Growth, Culture and Prosperity” – London’s Core Area as a vibrant neighbourhood and attractive destination.* The redevelopment of City-owned parking lots will increase residential occupancy and livability in the Core Area through new housing development (Strategic Plan 4.2 a.).

## **Climate Emergency**

On April 23, 2019, Municipal Council declared a Climate Emergency. Through this declaration the Corporation of the City of London (the “City”) is committed to reducing and mitigating climate change. The redevelopment of City-owned parking lots for high density housing will replace an inefficient, auto-oriented, form of development with a more intensive, active and transit supportive, form of development that will assist in reducing greenhouse gas emissions.

## **Analysis**

### **1.0 Background Information**

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

Civic Works Committee – October 6, 2015 – Downtown London Parking Utilization Study

Planning and Environment Committee – October 7, 2019 – 185 Queens Avenue Parking Lot Redevelopment

Strategic Priorities and Policy Committee – October 28, 2019 – Core Area Action Plan

Strategic Priorities and Policy Committee – April 28, 2020 – COVID-19 Financial Impacts and Additional Measures for Community Relief

Strategic Priorities and Policy Committee – May 18, 2021 – Comprehensive Report on Core Area Initiatives

Civic Works Committee – June 13, 2023 – Core Area Parking Initiatives

#### **1.2 Mayoral Direction**

Under Part VI.1 of the *Municipal Act, 2001* the Mayor, as the Head of Council, has special powers to direct City staff to undertake research and provide advice on matters of municipal business. On February 13<sup>th</sup>, 2024, City staff were directed to develop and submit to the Head of Council a prioritized list of City-owned parking lots for potential redevelopment as high-density housing while also considering the City’s prioritized public parking needs (Mayoral Direction Number 2024-001). The prioritized list was presented to the Mayor’s Office on May 27<sup>th</sup>, 2024 (See Section 2.1 - Prioritized List of City-owned Parking Lots). The Mayor subsequently requested that City staff present the findings to Municipal Council and seek direction to initiate a procurement process to solicit development proposals for the City-owned parking lots.

A procurement process for the City-owned parking lots has the potential to unlock and optimize the land’s development potential. Proposals for high density housing will make efficient use of land, resources and public investment in infrastructure and public service facilities. Redevelopment of the City-owned parking lots will add housing in the City’s Core Area at a time when housing supply is extremely low, and high-density housing is a transit supportive form of development for sites near the City’s Rapid Transit Network.

## 2.0 Discussion and Considerations

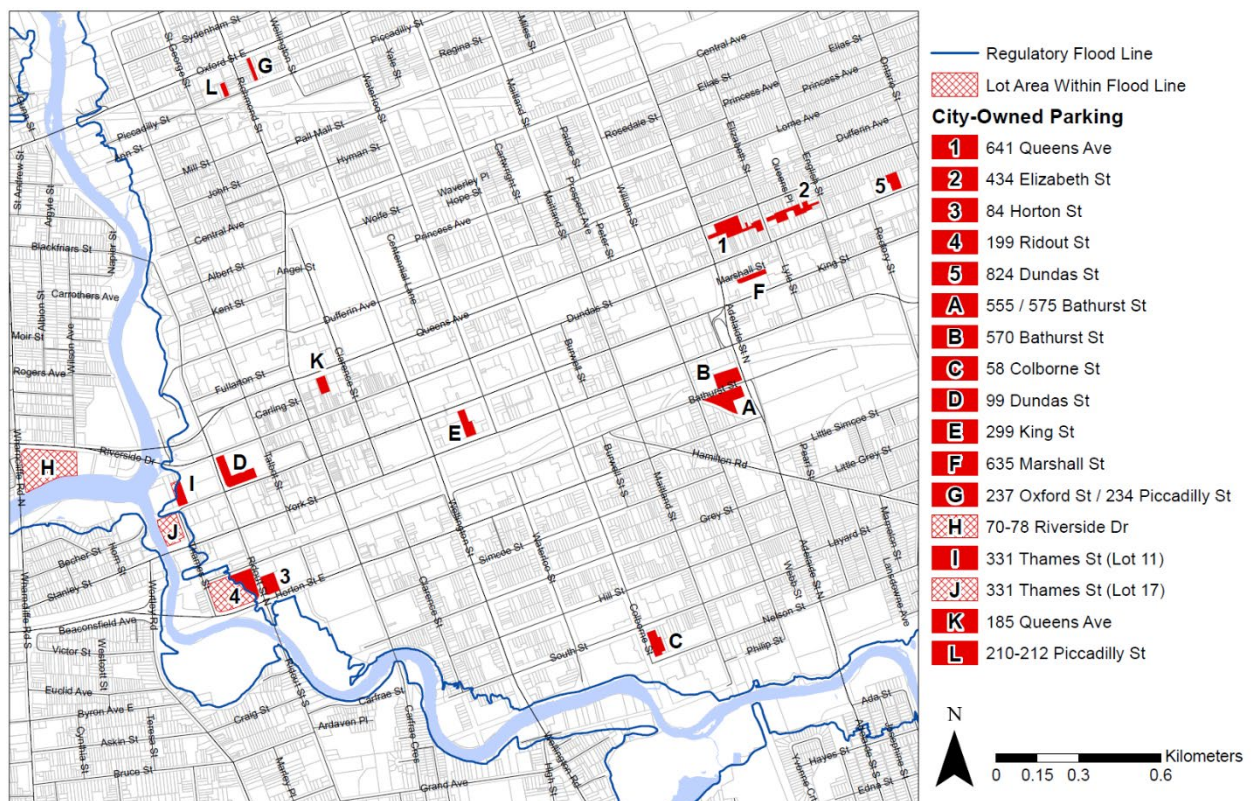
### 2.1 Prioritized List of City-owned Parking Lots

Property owner data from the Municipal Property Assessment Corporation (“MPAC”) and aerial photography was used to identify and map City-owned parcels of land used for surface parking lots which are located within the Core Area neighbourhoods (Downtown, Richmond Row, Mid-Town and Old East Village) and the adjacent SoHo neighbourhood.

In total, nineteen (19) parcels of land were identified (See Figure 1) and the development potential of each parcel was evaluated based on the following performance criteria (See Appendix ‘B’ for complete parking lot criteria analysis):

- Lot shape and whether the parcel is configured for development.
- Location outside the regulatory flood line.
- Place Type in *The London Plan* and whether high-density housing is contemplated as a permitted development form.
- Zone in the *Z.-1 Zoning By-law* and whether high-density housing is a permitted development form that complies with zone regulations.
- Proximity to railway operations and whether the recommended minimum setback requirements for new residential development can be met.
- Proximity to industrial facilities and whether the recommended minimum separation distance can be met.
- Municipal services (sanitary, stormwater and water) and capacity.
- Location outside other regulated areas such as propane hazard zones, landfill areas and methane sites, major oil and gas pipelines etc.
- Location within *Downtown Parking Strategy and Action Plan* priority sub area.
- Occupied by buildings or structures.
- Cultural heritage considerations such as archaeological potential, heritage property or adjacency to heritage property.

Figure 1: City-owned Surface Parking Lots in Core Area Neighbourhoods



Of the nineteen (19) parcels, twelve (12) were removed from consideration as priority sites for redevelopment as the parcels were unable to satisfy critical performance criteria. Common reasons for removal from consideration include: parcel too small and too narrow to accommodate development unless consolidated with adjacent parcels owned by others; parcel wholly located below the regulatory flood line; parcel located within a non-residential area which lacks amenities to incentivize conversion to residential; and parcel actively used to support other municipal purposes or are being considered for other municipal purposes. Two (2) parcels were removed from consideration as priority sites for redevelopment for the reasons specified below.

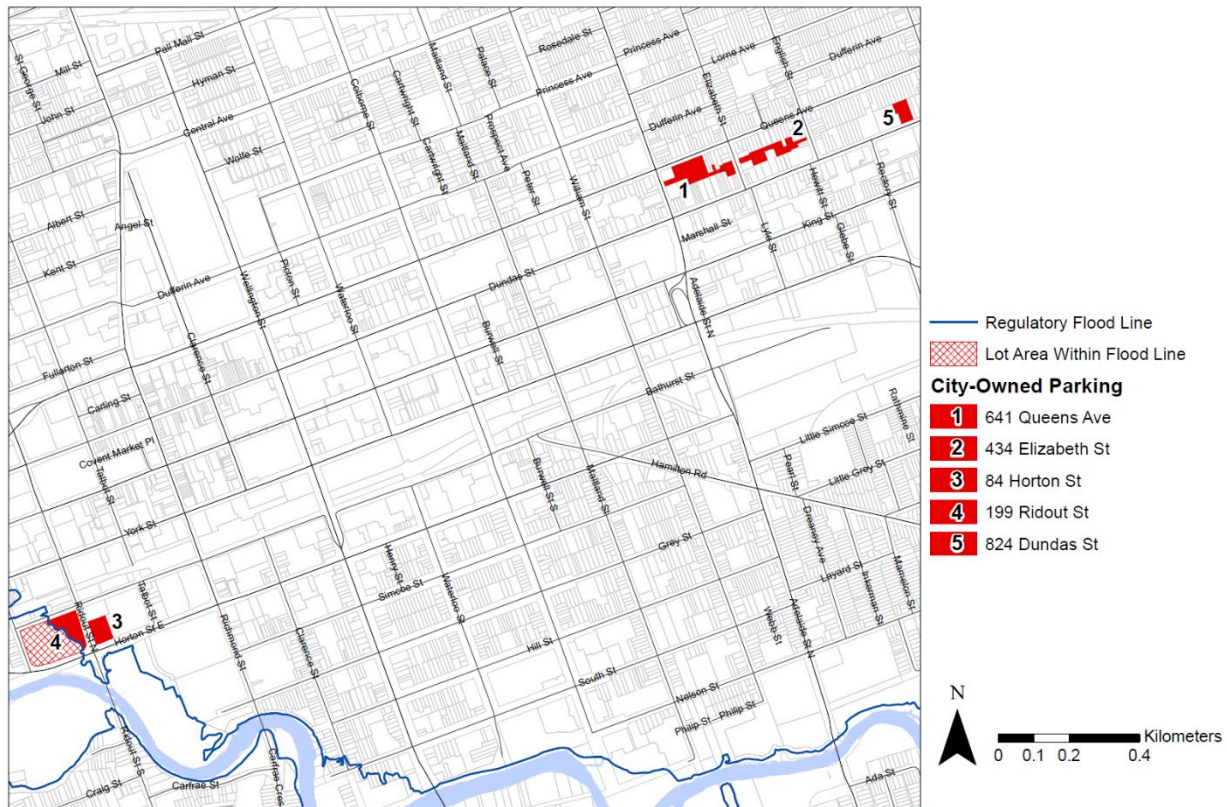
The City-owned parking lot located at 185 Queens Avenue – Municipal Parking Lot No. 5 was removed from consideration as a priority site because a separate procurement process was already underway to solicit interest from qualified firms able to redevelop the site for a mixed-use development with affordable and market housing and a privately owned and operated commercial parking facility in accordance with a June 2023 Council Resolution related to the *Core Area Parking Initiatives*. It is recommended, that the procurement process to redevelop the parking lot at 185 Queens Avenue continue as a standalone procurement process separate from the other City-owned parking lots for reasons of fairness and transparency in a competitive procurement process.

The City-owned parking lot located at 99 Dundas Street (Budweiser Gardens Parking Lot) has been removed from consideration for a housing development due to existing commitments and the critical operational needs of the Budweiser Gardens venue. A portion of the parking lot in question is already approved by Council for an upcoming Renovation/Expansion project, with a significant portion of the design and planning process finalized as this project was initiated last year. Revising these plans at this stage would impose substantial financial costs and create logistical challenges, potentially delaying the construction timeline and disrupting ongoing operations. Additionally, parking facilities that allow parking for large semi-trailer trucks on site are essential for hosting large-scale national and international events, as well as televised productions. These areas accommodate crucial logistics, including parking for production trucks, tour buses, and other event-related vehicles, which cannot be relocated off-site without jeopardizing event viability. Moreover, the parking space plays a vital role in supporting major tourism events, generating additional revenue. Any development that compromises these operational needs would significantly impact the venue's ability to function effectively.

Five (5) parcels best met the performance criteria and are recommended as priority sites for redevelopment. The ordering of the five (5) priority parcels may change with further site investigations that require a source of financing to complete – see Section 3.0 for Financial Impacts/Considerations. The five (5) priority sites are as follows (see Figure 2):

1. 641 Queens Avenue
2. 434 Elizabeth Street
3. 84 Horton Street
4. 199 Ridout Street
5. 824 Dundas Street

Figure 2: Priority Sites for Potential Redevelopment



The priority sites can be grouped for discussion purposes and possibly for future procurement purposes based on site similarities:

- Group A - sites in Old East Village (“OEV”)
  - Site #1 – 641 Queens Avenue
  - Site #2 – 434 Elizabeth Street
- Group B - sites adjacent to the Thames River in SoHo
  - Site #3 – 84 Horton Street
  - Site #4 – 199 Ridout Street
- Group C - sites to be integrated with existing municipal facilities
  - Site #5 – 824 Dundas Street (Ontario Court of Justice, Provincial Offences Courts, City of London)

### 2.1.1 Group A – sites in Old East Village (“OEV”).

Site #1 – 641 Queens Avenue and Site #2 – 434 Elizabeth Street are underutilized surface commercial parking lots known as Municipal Lot #2 and Municipal Lot #1 respectively. These sites offer opportunities for residential infill and intensification immediately north of the OEV Dundas Street Corridor. These sites provide between 90 to 100 public parking spaces each, and development proposals could reduce the number of parking spaces by “right-sizing” public parking facilities to the parking demands of the local businesses within the OEV Dundas Street Corridor.

Site #1 – 641 Queens Avenue abuts Adelaide Street, Queens Avenue and Elizabeth Street. The westerly part of the site is located within the Urban Corridor Place Type on Map 1 – Place Types in *The London Plan* matching the relative depth of other properties fronting the Adelaide Street Corridor. The balance of the site is located within the Neighbourhoods Place Type on Map 1 – Place Types in *The London Plan*. As a consolidated site, more intensive mid-rise housing forms are contemplated as a permitted form of development in accordance with the vision for the Urban Corridor in *The London Plan* (TLP Policy 834\_).

Site #2 – 434 Elizabeth Street abuts Elizabeth Street and English Street. The entire site is located within the Neighbourhoods Place Type on Map 1 – Place Types in *The London Plan*. Based on the “minor” classification of the abutting streets, less intensive,

low-rise, housing forms are contemplated as a permitted form of development. Development proposals for high-density housing forms on Site #2 may require an amendment to *The London Plan* to add a specific policy to the Neighbourhoods Place Type policies.

Both sites are located in a Business District Commercial Special Provision Zone in the City's *Z.-1 Zoning By-law* which permits and regulates high-density forms of housing, but it is expected that site-specific development proposals will require zoning amendments to the applicable zone regulations.

Given that these sites were assembled through periodic transfers of land to the City which resulted in their irregular "saw-tooth" shape, it is recommended that further site investigations be completed to confirm whether easements have the potential to constrain or limit the developable area of the sites. Easements registered on property title at the Land Registry Office may grant limited rights over the sites to "others" for specified purposes. Examples often include easements for servicing or utilities, or easements for access related to site functions such as parking, loading, and waste pick-up.

These sites are also located adjacent to heritage resources that can be particularly sensitive to adverse impacts of infill and intensification. New development on these sites will need to demonstrate compatibility with the identified character of the adjacent Old East Heritage Conservation District and any adjacent individually designated properties, such as Banting House (442 Adelaide Street North). Technical studies would be the responsibility of a prospective respondent considering the redevelopment of these sites, and technical studies addressing cultural heritage matters would be required prior to new development occurring on these sites.

In terms of servicing, these sites were designed for low-intensity forms of development and redevelopment for higher-density housing will require further servicing analysis and potential servicing upgrades prior to development occurring. Other technical studies may be required prior to development occurring.

### *2.1.2 Group B – sites adjacent to the Thames River in SoHo*

Site #3 – 84 Horton Street and Site #4 – 199 Ridout Street are located in the northwest corner of the SoHo neighbourhood, adjacent to Downtown and are desirable sites for redevelopment given their proximity to the Thames River and major cultural and entertainment venues in the Downtown. Site #3 – 84 Horton Street is subject to a Licensing Agreement with London Hydro ending in October 2024 and is currently used for employee parking. Site #4 – 199 Ridout Street is a surface commercial parking lot known as Municipal Lot #12 and provides over 400 public parking spaces within walking distance of Budweiser Gardens. These sites are adjacent to one of the *Downtown Parking Strategy and Action Plan's* priority sub-area for additional public parking. As such, public parking should be integrated into development proposals, but the number of parking spaces can be reduced to reflect predominantly low utilization rates except when there are major events in the Downtown.

Site #3 and the part of Site #4 that is located above the regulatory floodline, are located within the Light Industrial Place Type on Map 1 – Place Types in *The London Plan*. These sites are located in Restrictive Service Commercial Zones in the City's *Z.-1 Zoning By-law*. A change in Place Type and zoning would be required to permit proposals for high-density housing on these sites.

It may be advantageous for a prospective respondent to consider the redevelopment of Site #3 and Site #4 together to offset the part of Site #4 that is below the regulatory floodline and adversely affected by the regulatory flood hazard associated with the Thames River. Any technical studies to explore flood-proofing and safe access during



flood events would be the responsibility of a prospective respondent and submitted at the time of planning applications or building permit. There is also known site contamination affecting Site #4 that would require remediation and/or management. At this time no claims are being made about the environmental site conditions of any of the prioritized sites, and in the future, a prospective respondent could apply to the City's incentive programs, such as the Brownfield Incentive, to offset a portion of the development costs incurred.

These sites are also located within the potential influence area of Labatt's Brewery, which is a Class III industrial facility with a high probability of emissions (odour) affecting sensitive residential land use. Technical studies would be required to demonstrate how mitigative controls could be incorporated into the redevelopment proposals for these sites to lessen the adverse impacts of the nearby industrial facility on the proposed sensitive residential use in accordance with the Ministry's *Guideline D-6 - Compatibility between Industrial Facilities and Sensitive Land Uses*.

In terms of servicing, there are no sanitary sewers adjacent to Site #3 – 84 Horton Street and the sanitary sewer capacity is unclear for Site #4 – 199 Ridout Street. Stormwater management for both sites is designed to accommodate existing flows. The water service is expected to be adequate. Further servicing analysis is required. Other technical studies may be required prior to development occurring.

### *2.1.3 Group C – sites to be integrated with existing municipal facilities.*

Site #5 – 824 Dundas Street is partially occupied by a municipal building that houses the Ontario Court of Justice, Provincial Offences Court and Parking Services and Compliance. The easterly part of the site is an underutilized surface commercial parking lot that provides an opportunity to integrate new development with the existing municipal building and its public functions. Relocating the existing public functions to another municipal building could also be explored through the City's *Master Accommodation Plan ("MAP")* which would allow the entire site to be considered for redevelopment. The surface commercial parking lot is known as Municipal Lot #7 and provides approximately 54 public parking spaces and 9 reserve parking spaces. Public parking facilities could be integrated into new development, but not all the existing parking is anticipated to be required.

Site #5 is located within the Urban Corridor Place Type on Map 1 – Place Types in *The London Plan*. This specific segment of the Urban Corridor Place Type is subject to the Main Street policies in *The London Plan* (TLP Policy 844\_1.). Supplementing the policies of *The London Plan*, Site #5 is located within the OEV Core Character Area in the *OEV Dundas Street Secondary Plan*, which contemplates a pedestrian-oriented district with intensification designed at a walkable neighbourhood scale. Up to mid-rise heights are permitted and majority ground floor street-orientated active uses are mandatory (OEV Dundas Street Secondary Plan, Schedule 2: Ground-floor Uses and Schedule 3: Permitted Heights). Site #5 is located within a Business District Commercial Special Provision Zone in the City's *Z.-1 Zoning By-law* which permits and regulates potential high-density housing forms. It is expected that a site-specific development proposal will require amendments to the applicable zone regulations.

Site #5 is located adjacent to heritage resources and a possible Class I industrial facility, the presence of which can trigger the need for technical studies prior to new development occurring on the site. These technical studies would be the responsibility of the successful respondent to complete and submit at the time of planning applications or building permit. Other technical studies may also be required.

## 2.2 Prioritized Public Parking Needs

Mindful of the importance of public parking to support business, recreation and entertainment activities in London’s Core Area, the prioritized list of City-owned parking lots for redevelopment must also consider prioritized public parking needs according to the Mayoral Direction.

A *Downtown London Parking Utilization Study* was completed in 2015 and was followed by the *Downtown Parking Strategy* in 2016. The utilization study found that off-street parking usage was highest in the central Downtown area and lower in the fringes (see Figure 3). The *Downtown London Parking Utilization Study* did not extend to Midtown, Old East Village or SoHo. It is assumed that these areas do not experience the same parking pressures as the central Downtown area. Post-pandemic, remote work has reduced the number of employees that commute to work on a given day. Consequently, parking utilization is expected to be lower than reported pre-pandemic, but still expected to be highest in the central Downtown area near peak demand facilities (e.g. Budweiser Gardens). The *Downtown Parking Strategy* considered the long-term implications of parking utilization and future development potential in the Downtown and predicted a parking supply deficit in the central and southwest Downtown areas by 2034 (See Figure 4). The parking supply deficit was attributed to several factors including that future development sites are predominately located on existing surface parking lots and this parking supply would be removed as sites are redeveloped. For example, most of the parking surplus reported in the southwest Downtown area (sub-area 1) exists within Site #4 – 199 Ridout Street. If this site were excluded or redeveloped, the southwest Downtown area (sub-area 1) would be approaching a parking deficit. An update to the *Downtown Parking Strategy* was proposed, but not funded in the 2024-2027 multi-year budget.

Figure 3 – Downtown Parking Utilization 2014 - Weekday Peak Period (12:00 PM)

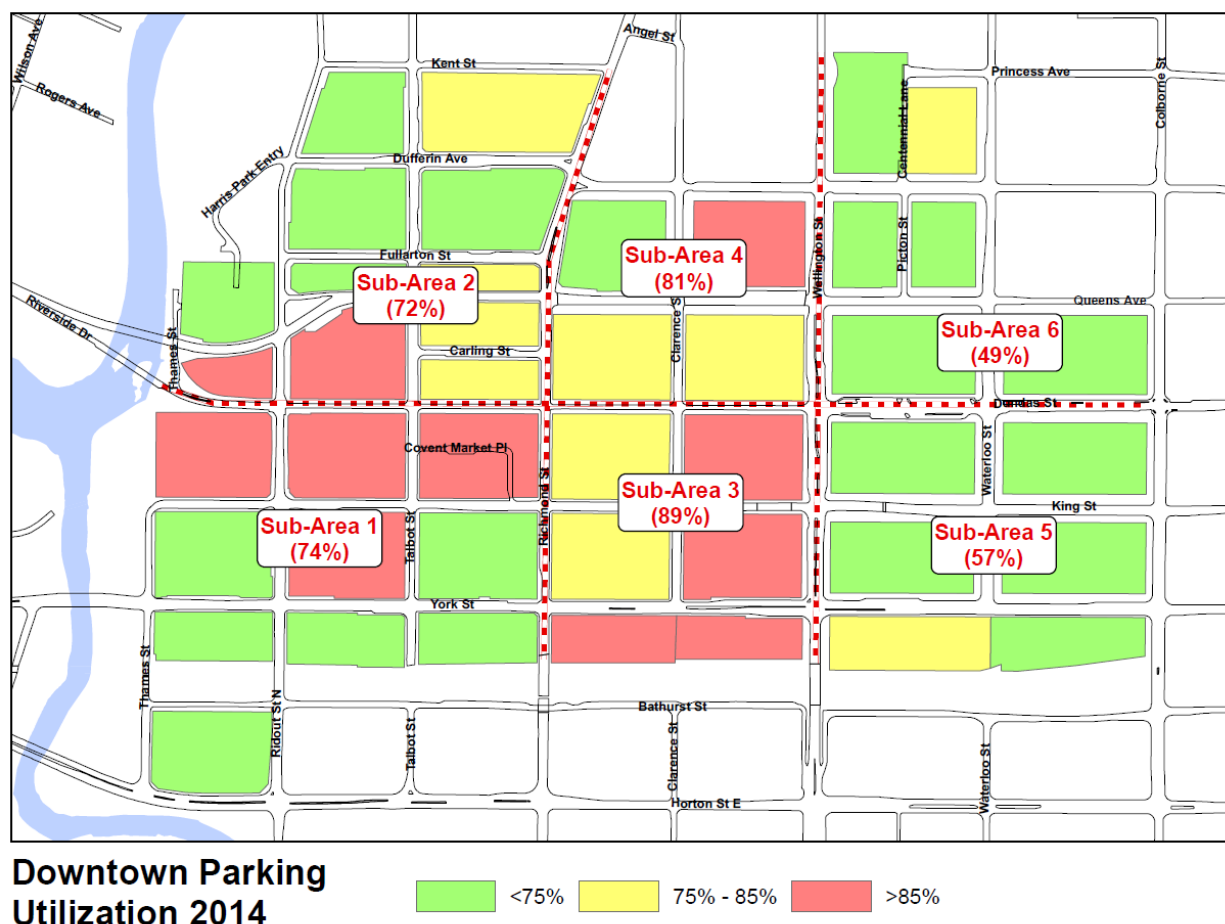
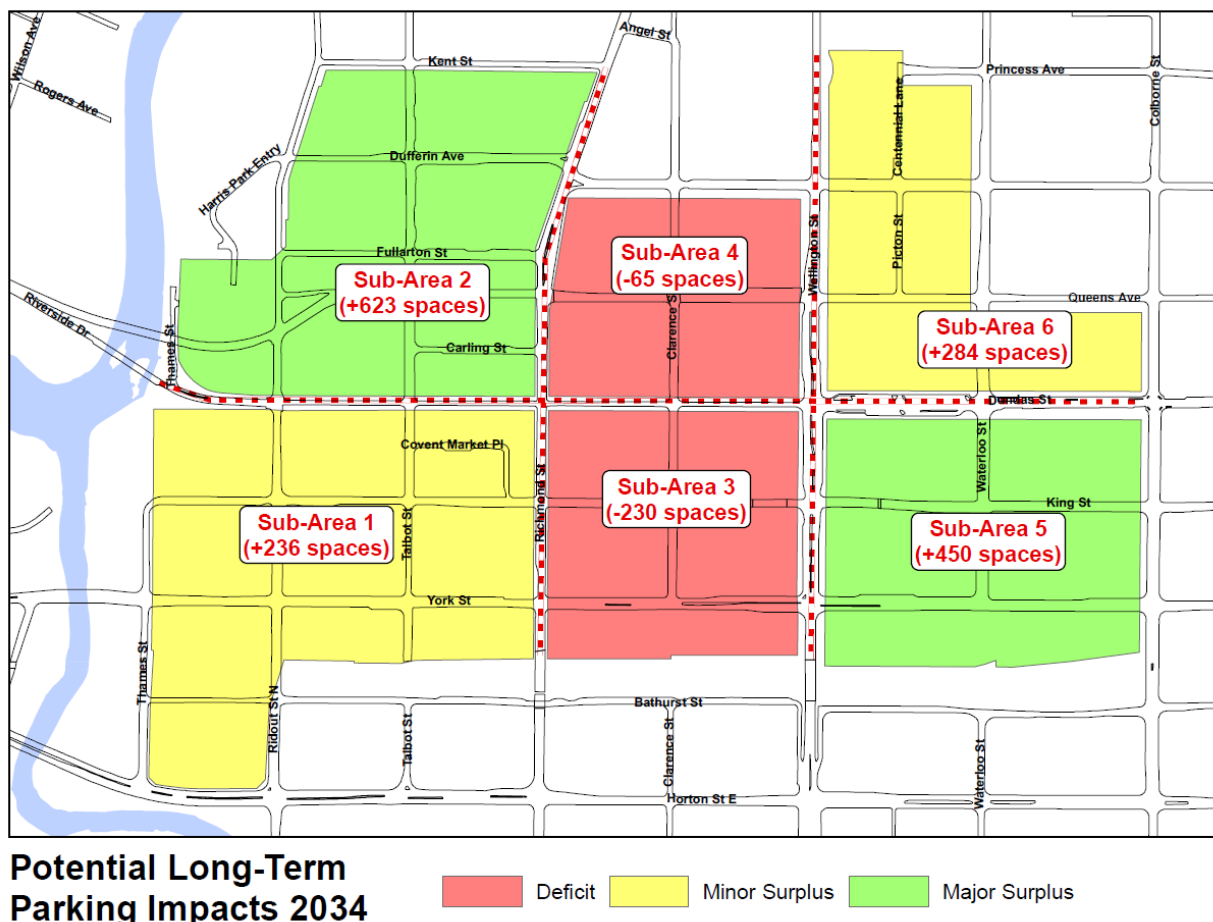


Figure 4 – Potential Long-Term Parking Impacts by 2034



With respect to prioritizing public parking needs, a strategy is needed to ensure that public parking is integrated into new development in strategic locations. Maximizing the number of parking spaces available for public use was a stated project objective of the procurement process for 185 Queens Avenue and should be a stated project objective for any future procurement process to redevelop sites located in the central and southwest Downtown areas where parking utilization rates were reported to be highest and/or future parking supply deficits are predicted. The City’s procurement documents should prescribe that new development in those areas provide a minimum number of parking spaces for public use that aligns with the current public parking demand of the existing City-owned parking lot. The provision of public parking is less critical for sites located within the fringe where utilization rates are lower, and a future parking supply deficiency is not predicted. Stated project objectives should be less prescriptive for sites within the fringe, and flexibility provided to builders/developers to integrate only the required number of public parking into new development. On larger sites within the fringe, it may be advantageous to continue to provide surface public parking spaces on the portions of the site where encumbrances or restrictions may preclude the construction of new buildings/structures, such as Site #4 – 199 Ridout Street where parts of the site are below the regulatory floodline.

### 2.3 Disposal of City-owned Land and Declaration as Surplus

Should direction be given to unlock the development potential of City-owned parking lots for high-density housing, the City will dispose of real property in an open and transparent process in accordance with the City’s *Sale and Other Disposition of Land Policy*. Real property must be declared surplus to the needs of the City prior to its disposal to a third-party; and a surplus declaration report will be coordinated to come forward concurrent with, but separate from, a report awarding the redevelopment of City-owned parking lots to successful respondents of a future procurement process. The decision to declare any such land surplus to the needs of the City should be made independent from a specific redevelopment proposal.

Through a future procurement process, should there not be a successful respondent for the redevelopment opportunity, the site would continue as a City-owned surface parking lot.

## **2.4 Supporting Affordable Housing**

As part of the *Sale and Other Disposition of Land Policy*, prior to the disposal of any property by the City, Municipal Housing Development (“MHD”) will be given the opportunity to advise Municipal Council whether to retain the property for affordable housing purposes.

In November 2023, in alignment with the *Roadmap to 3,000 Affordable Units Action Plan* (the “Roadmap”) – an initiative that aims to leverage third-party investment and partnerships to create new affordable housing, MHD issued the first-stage of a two-stage procurement process to qualify potential project partners to deliver on the supply of supportive, affordable, social and community housing. The second stage of MHD’s procurement process contemplates several partnership models including a model where City-owned land is divested to a third party, such as a not-for profit or for-profit builder/developer, for the purpose of delivering affordable housing.

Although, the redevelopment of the City-owned parking lots is not expected to participate in MHD’s procurement process, a separate procurement process to redevelop the City-owned parking lots can still support and add to the supply of affordable housing in the City. It is recommended that through the procurement process for the City-owned parking lots, the stated project objectives will require a mix of market-rate and affordable dwelling units and that at least 10% of the dwelling units on each site be considered “affordable housing” consistent with the *Roadmap*. A Contribution Agreement can be used to outline the terms and conditions under which any land or financial assistance will be transferred from the City to a successful respondent to support the development of affordable housing. It being noted that municipalities sometime choose to divest of land at a negotiated discounted value where affordable housing is proposed to be developed and secured through an agreement.

Moreover, through the Affordable Housing Community Improvement Plan, the City can provide a Development Loan to encourage affordable housing and provide relief from the financial barriers of constructing affordable housing.

## **3.0 Financial Impact/Considerations**

The City’s primary financial contribution to the redevelopment of the City-owned parking lots will be the award of real property to the successful respondents of the procurement process and the subsequent sale of City-owned land.

### **3.1 Costs for Basic Site Investigations**

The costs for basic site investigations that will inform and support the procurement process, such as land title searches, plans of survey, environmental site assessments, and other consultant services would be the responsibility of the business unit leading the procurement process. These costs were not contemplated in the 2024-2027 multi-year budget. As such, Civic Administration is requesting Municipal Council approve financing for basic site investigations in accordance with the attached Source of Financing Report (See Appendix ‘A’).

The maximum total cost to complete basic site investigations for the five (5) priority sites is estimated to be \$137,000.00 (not including HST). The estimated cost per site is \$21,000.00 (not including HST). A contingency cost of \$32,000.00 (not including HST) is included in the maximum total cost and is for Fairness Monitoring Services to provide unbiased feedback and reporting on the procurement process, including the evaluation

of development proposals should it be needed. Fairness Monitoring Services are not expected to be needed for all sites.

### **3.2 Financial Incentive Programs**

The City of London offers city-wide and neighbourhood-specific financial incentive programs through Community Improvement Plans. Financial incentive programs are designed to help stimulate private investment in properties and buildings in instances where, without the benefit of municipal contributions, private investment may otherwise not occur. In addition to the award of real property for redevelopment, successful respondents to the procurement process may choose to submit applications for financial incentives. Each financial incentive program has its own guidelines that explain program requirements and how the program operates. Applicants are to consult the program guidelines and confirm eligibility requirements with the City prior to undertaking any work. Financial incentives are subject to the availability of funding and approval by Municipal Council or by Civic Administration as the delegated approval authority. Municipal Council is under no obligation to implement financial incentive programs and may choose to suspend or discontinue a financial incentive program at any time.

## **Conclusion**

Civic Administration was directed to develop and submit to the Head of Council a list of City-owned parking lots for potential redevelopment as high-density housing while considering the City's prioritized public parking needs. In total, nineteen (19) parcels of land were identified, and five (5) parcels were found to best meet the performance criteria established to evaluate the development potential of each parcel. It is recommended that a procurement process be undertaken to solicit interest from qualified firms that can complete the redevelopment of the five (5) parcels. Approval for financing is critical to advance this project so that prospective respondents can make informed decisions about development proposals.

In general, redevelopment of City-owned parking lots into high-density housing is a strategic opportunity to leverage municipal assets to address housing supply issues and optimizes land use. Initiating the recommended procurement process will unlock the development potential of City-owned parking lots in strategic locations and will help to balance the need for new housing with the need for public parking that supports businesses. This project aligns with Council's Strategic Plan and will establish a model for future projects and public-private collaborations.

**Prepared by:** **Melissa Campbell, MCIP, RPP**  
**Senior Planner, Strategic Land Development**

**Reviewed by:** **Michael Tomazincic, MCIP, RPP**  
**Manager, Strategic Land Development**

**Reviewed & Concurred by:** **Anna Lisa Barbon, CPA, CGA**  
**Deputy City Manager, Finance Supports**

**Submitted & Recommended by:** **Scott Mathers, MPA, P.Eng.**  
**Deputy City Manager, Planning and Economic Development**

cc A. Dunbar, Manager, Financial Planning and Policy  
S. Mollon, Senior Manager, Procurement and Supply Services  
B. Warner, Director, Realty Services  
M. Pease, Manager, Housing Renewal and Development  
M. Feldberg, Director, Municipal Housing Development  
C. McIntosh, Manager Strategic Land Engineering & Acting Director, Economic Services and Supports

#24164

September 17, 2024  
(Establish Budget)

Chair and Members  
Strategic Priorities and Policy Committee

RE: Mayoral Direction 2024-001, City-owned Parking Lot Redevelopment  
Capital Project EP1725 - City-owned Parking Lot

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**Finance and Corporate Services Report on the Sources of Financing:**

Finance and Corporate Services confirms that financing for Mayoral Direction 2024-001 is not currently included in the Capital Budget, but can be accommodated with a drawdown from the Economic Development Reserve Fund, and that, subject to the approval of the recommendation of the Deputy City Manager, Planning and Economic Development, the detailed source of financing is:

<b>Estimated Expenditures</b>	<b>Approved Budget</b>	<b>This Submission</b>	<b>Revised Budget</b>
Engineering	0	137,000	137,000
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$137,000</b>	<b>\$137,000</b>
<b>Sources of Financing</b>			
Drawdown From Economic Development Reserve Fund (note 1)	0	137,000	137,000
<b>Total Financing</b>	<b>\$0</b>	<b>\$137,000</b>	<b>\$137,000</b>

Note 1: The funding required is available as a drawdown from the Economic Development Reserve Fund. The reserve fund will have an uncommitted balance of approximately \$4.3 million after inclusion of this commitment.

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Jason Davies  
Manager, Financial Planning & Policy

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Rank	Municipal Address	Place Type	Zoning	Lot Area	Developable Area	Lot Frontage	Lot Depth	Lot Shape	Outside Regulatory Flood Line	Configured for Development	Conforms to The London Plan	As-of-Right Zoning	Meets Railway Corridor Separation	Meets D-6 Guidelines (Compatibility with Industrial Facilities)	Outside Other Regulated Areas (e.g. Propane)	Within Downtown Parking Strategy & Action Plan Priority Sub-Area	Without Buildings/Structures	Clear of Cultural Heritage	Sanitary Sewers	Stormwater Sewers	Water	Notes
1	Queens Avenue, 641	Urban Corridors and Neighbourhoods	BDC(17)	0.75 ha (1.85 ac)	0.75 ha (1.85 ac)	13.4 m	200.2 m	Irregular	Y	Y (Partial)	Y (Consolidation)	N	Y	Y	N	N	Y	N	Y (See notes)	Y (See notes)	Y	<ul style="list-style-type: none"> <li>*Zoning special provision permits building height maximum 12 metres, no minimum/maximum density provided.</li> <li>*Probably potential for easements.</li> <li>*Sanitary designed for single-detached dwellings, 4 lots/ha. at 4 people/lot.</li> <li>*Additional analysis required.</li> <li>*Stormwater designed to accommodate existing flow. Lower impervious coefficient 0.5</li> <li>*Adjacent to Old East Heritage Conservation District.</li> <li>*Adjacent to designated properties, including 442 Adelaide St. N (Banting House).</li> <li>*Adjacent to listed properties.</li> </ul>
2	Elizabeth Street, 434	Neighbourhoods	BDC(17) & BDC(19)*D250*H 46	0.48 ha (1.18 ac)	0.48 ha (1.18 ac)	8.6 m	200.6 m	Irregular	Y	Y (Partial)	N	Y (Partial)	Y	Y	Y	N	Y	N	Y (See notes)	Y (See notes)	Y	<ul style="list-style-type: none"> <li>*Zoning special provision permits building height maximum 12 metres, no minimum/maximum density provided.</li> <li>*Probably potential for easements.</li> <li>*Sanitary designed for single-detached dwellings, 3-4 persons/lot for frontage only. Does not account for internal site area. Additional analysis required.</li> <li>*Stormwater designed to accommodate existing flow. Likely impervious coefficient 0.9</li> <li>*Adjacent to Old East Heritage Conservation District.</li> <li>*Adjacent to designated properties.</li> <li>*Adjacent to listed properties.</li> </ul>
3	Horton Street, 84	Light Industrial	RSC2/RSC3/RSC 4	0.37 ha (0.91 ac)	0.37 ha (0.91 ac)	53 m	69.6 m	Rectangular	Y	Y	N	N	Y	N	Y	N (See Notes)	Y	Y	N (See notes)	Y (See notes)	Y	<ul style="list-style-type: none"> <li>*Adjacent to parking priority sub-area 1.</li> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>*No adjacent sanitary sewers. Servicing easement to Bathurst St. would be required. Sewer capacity (Bathurst St.) unclear.</li> <li>*Stormwater designed to accommodate existing flow. Impervious coefficient (Bathurst St) 0.9. A connection to Ridout St stormwater sewer requires analysis.</li> </ul>
4	Ridout Street North, 199	Light Industrial	RSC4(6)	1.90 ha (4.70 ac)	0.52 ha (1.29 ac)	99.8 m	167.9 m	Rectangular	Y (Partial)	Y (Partial)	N	N	Y	N	Y	Y	Y	N	Y (See notes)	Y (See notes)	Y	<ul style="list-style-type: none"> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>*Sanitary (Thames St.) sewer capacity unclear.</li> <li>*Stormwater designed to accommodate existing flows. Impervious coefficient 0.9.</li> <li>*Adjacent to listed properties.</li> </ul>
5	Dundas Street, 824	Urban Corridor	OR/BDC(20)*D75* H13	0.62 ha (1.54 ac)	0.24 ha (0.59 ac)	100.7 m	62.1 m	Rectangular	Y	Y (Partial)	Y	N	Y	N	Y	N	N	N	Y (See notes)	Y (See notes)	Y	<ul style="list-style-type: none"> <li>*Old East Village Dundas Street Secondary Plan, Old East Village Core Character Area permits maximum mid-rise form (8-stories).</li> <li>*Zoning special provision permits apartment buildings, including residential units on first floor. Density and height symbol permits maximum 75 uph and maximum 13 m respectively.</li> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>*Partially occupied by Provincial Offences Court.</li> <li>*Sanitary designed for high rise, 460 uph at 1.6 persons/unit equal to 560 people/ha.</li> <li>*Stormwater designed to accommodate existing flow. Lower impervious coefficient 0.8.</li> <li>*Adjacent to Old East Heritage Conservation District.</li> <li>*Adjacent to listed property.</li> </ul>
A	Bathurst Street, 555	Light Industrial	LI2/LI3	0.30 ha (0.74 ac)	0.30 ha (0.74 ac)	84.1 m	76.7 m	Irregular	Y	Y	N	N	Y	N	Y	N	Y	Y	Y	Y	Y	<ul style="list-style-type: none"> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> </ul>
A	Bathurst Street, 575	Light Industrial	LI2	0.30 ha (0.75 ac)	0.30 ha (0.75 ac)	38.5 m	89.6 m	Rectangular	Y	Y	N	N	Y	N	Y	N	Y	Y	Y	Y	Y	<ul style="list-style-type: none"> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> </ul>
B	Bathurst Street, 570	Light Industrial	LI2	0.45 ha (1.12 ac)	0.45 ha (1.12 ac)	48.3 m	90.5 m	Rectangular	Y	Y	N	N	Y	N	Y	N	Y	Y	Y	N	Y	<ul style="list-style-type: none"> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>* No adjacent stormwater sewer.</li> </ul>
C	Colborne Street, 58	Neighbourhoods	R3-1	0.32 ha (0.80 ac)	0.32 ha (0.80 ac)	25.3 m	92.2 m	Rectangular	Y	Y	Y	N	Y	N	Y	N	Y	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Old Victoria Hospital Secondary Plan, Four Corners Character Area permits maximum density 75 uph and maximum 8-stories.</li> <li>*Zoning permits maximum 4 dwelling units/lot or requires 180 sq m/unit for converted dwellings.</li> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>*Adjacent to designated properties.</li> <li>*Parking lot for former hospital and not public (commercial) parking lot. Driveway access has been removed.</li> </ul>
D	Dundas Street, 99	Downtown	h-3*DA1(5)*D350*H 150 & h-3*DA1(5)(6)*D350 *H150	1.98 ha (4.90 ac)	0.67 ha (1.65 ac)	120.3 m	165.5 m	Rectangular	Y	Y (Partial)	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Zoning special provision permits maximum floor area ratio 10:1 and a minimum setback of 0 m for block bounded by Dundas, King, Ridout and Talbot Streets.</li> <li>*Partially occupied by Budweiser Gardens and subject to licensing agreement.</li> <li>*Sanitary designed for 258 people (westerly portion fronting Ridout St.). The balance of the site is part of a larger design area for 4,540 people.</li> <li>*Storm designed to accommodate fully impervious area.</li> <li>*Within Downtown Heritage Conservation District.</li> </ul>
E	King Street, 299	Downtown	h-3*DA1(1)*D350*H 95/DA1(3)*D350* H95/T-53	0.48 ha (1.19 ac)	0.32 ha (0.79 ac)	37.2 m	100.7 m	Rectangular	Y	Y (Partial)	Y	Y (See notes)	Y	N	Y	N (See Notes)	N	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Zoning By-law Amendment likely required to amend yard setbacks and setbacks for residential (tower) component (Z-1 Section 20.3 1) and 3)</li> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>*Adjacent to parking priority sub-area 3.</li> <li>*Partially occupied by sky bridge to RBC Place</li> <li>*Sanitary designed for Downtown area 350 uph at 1.6 persons/unit equal to 560 people/ha.</li> <li>*Stormwater designed to accommodate existing flows.</li> <li>*Adjacent to Downtown Heritage Conservation District.</li> </ul>

Rank	Municipal Address	Place Type	Zoning	Lot Area	Developable Area	Lot Frontage	Lot Depth	Lot Shape	Outside Regulatory Flood Line	Configured for Development	Conforms to The London Plan	As-of-Right Zoning	Meets Railway Corridor Separation	Meets D-6 Guidelines (Compatibility with Industrial Facilities)	Outside Other Regulated Areas (e.g. Propane)	Within Downtown Parking Strategy & Action Plan Priority Sub-Area	Without Buildings/Structures	Clear of Cultural Heritage	Sanitary Sewers	Stormwater Sewers	Water	Notes
F	Marshall Street, 635	Rapid Transit	BDC(6)*H36*D160	0.16 ha (0.40 ac)	0.16 ha (0.40 ac)	109.3 m	15.8 m	Rectangular	Y	N	Y	Y	Y	N	N	N	Y	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Narrow site, may not be able to accommodate apartment building form.</li> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>*Adjacent to listed properties.</li> </ul>
G	Oxford Street East, 237	Urban Corridor	BDC(1)	0.04 ha (0.11 ac)	0.04 ha (0.11 ac)	10 m	39.7 m	Rectangular	Y	N	Y	N	Y	Y	Y	N	Y	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Narrow site, may not be able to accommodate apartment building form.</li> <li>*Zoning By-law Amendment required to establish height and density maximums (Z.-1 Section 25.3.3).</li> <li>*Adjacent to listed properties.</li> </ul>
G	Piccadilly Street, 234	Neighbourhoods	BDC(1)	0.04 ha (0.11 ac)	0.04 ha (0.11 ac)	10 m	40.4 m	Rectangular	Y	N	Y (Consolidation)	N	Y	Y	Y	N	Y	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Narrow site, may not be able to accommodate apartment building form.</li> <li>*Zoning By-law Amendment required to establish height and density maximums (Z.-1 Section 25.3.3).</li> <li>*Adjacent to listed properties.</li> </ul>
H	Riverside Drive, 70-78	Green Space	CF1	2.27 ha (5.62 ac)	N/A	135.6 m	195 m	Irregular	N	Y	N	N	Y	N	Y	N	N	Y	Y	Y	Y	<ul style="list-style-type: none"> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>*Within Blackfriars-Petersville Heritage Conservation District.</li> <li>*Partially occupied by senior's centre.</li> </ul>
I	Thames Street, 331 (Lot 11)	Downtown	OS4 & OS2	0.29 ac (0.72 ac)	0.23 ha (0.57 ac)	33.8 m	86.3 m	Rectangular	Y (Partial)	Y (See notes)	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	<ul style="list-style-type: none"> <li>*Actively serving to support Parklands.</li> <li>*Partially occupied by public washroom and splash pad.</li> <li>*Within Downtown heritage Conservation District.</li> </ul>
J	Thames Street, 331 (Lot 17)	Downtown	OS4	0.69 ha (1.70 ac)	N/A	51.5 m	102.5 m	Rectangular	N	Y	Y	N	Y	Y	Y	Y	Y	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Within Downtown Heritage Conservation District.</li> </ul>
K	Queens Avenue, 185	Downtown	h-3*DA2*D350	0.20 ha (0.5 ac)	0.20 ha (0.5 ac)	33.6 m	60.7 m	Rectangular	Y	Y	Y	Y (See notes)	Y	Y	Y	Y	Y	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Zoning By-law Amendment likely required to amend yard setbacks &amp; setbacks for residential (tower) component (Z.-1 Section 20.3.1) &amp; 3).</li> <li>*Sanitary designed for downtown area 350 units/ha. at 1.6 persons/unit equal to 560 people/ha.</li> <li>*Storm designed to accommodate fully impervious area.</li> <li>*Water likely acceptable. Older and not upgraded as part of rapid transit project.</li> <li>*Within Downtown Heritage Conservation District.</li> </ul>
L	Piccadilly Street, 210-212	Neighbourhoods	BDC(1)	0.08 ha (0.19 ac)	0.08 ha (0.19 ac)	16.2 m	49.0 m	Rectangular	Y	N	N	N	Y	N	Y	N	Y	N	Y	Y	Y	<ul style="list-style-type: none"> <li>*Narrow site may not be able to accommodate apartment building form.</li> <li>*Zoning By-law Amendment required to establish height and density maximums (Z.-1 Section 25.3.3)</li> <li>*Doesn't meet the recommended minimum separation distance from industrial facilities (Ministry's D-6 Guidelines). Technical study will be required.</li> <li>*Adjacent to listed properties.</li> </ul>



## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Scott Mathers, MPA, P.Eng  
Deputy City Manager, Planning and Economic Development  
**Subject:** Municipal Accommodation Tax – Tourism London Annual Report  
**Date:** September 17, 2024

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, Tourism’s London annual report on the expenditures of Municipal Accommodation Tax revenues **BE RECEIVED** for information.

## Previous Reports Pertinent to This Matter

- Strategic Priorities & Policy Committee, September 19, 2023, Agenda Item #2.2, Municipal Accommodation Tax – Required Annual Report
- Strategic Priorities & Policy Committee, June 25, 2018, Agenda Item #2.2, Municipal Accommodation Tax – Required Agreements and By-laws
- Strategic Priorities & Policy Committee, May 7, 2018, Agenda Item #3.3, Municipal Accommodation Tax – Implementation
- Community & Protective Services Committee, May 1, 2018, Agenda Item #2.1, Short Term Accommodations
- Strategic Priorities & Policy Committee, January 29, 2018, Agenda Item #3, Transient Accommodation Tax

## Executive Summary

The 50% portion of the Municipal Accommodation Tax (“MAT”) that is overseen by Tourism London is governed by an adjudication committee consisting of 5 Tourism partners, 2 of which are representatives of local hotels. Tourism London’s share is used to help grow tourism in London by funding supplemental promotion and product development activities that will attract overnight stays, stimulate visitor spending and community economic development, and finance hosting and bidding costs for major one-time or recurring Provincial, National or International events including meetings and conventions.

## Linkage to the Corporate Strategic Plan

This report and Tourism London’s share of 50% MAT revenues contribute to the following strategic areas of focus in the 2023-2027 Strategic Plan:

- Economic Growth, Culture, and Prosperity, and
- Well-Run City.

## Analysis

### 1.0 Background Information

On November 2, 2018, the Corporation of the City of London and Tourism London entered into a Municipal Accommodation Tax Financial Accountability Agreement (the Agreement), where 50% of the net proceeds of the Municipal Accommodation Tax shall be deposited into a fund controlled by Tourism London as the City’s designated tourism entity. This aligns with the requirements outlined in O. Reg. 435/17.

Tourism London’s portion of the fund supports the tourism industry in London, including:

- Expansion opportunities for Tourism London’s business units
- The pursuit of the following objectives and outcomes:
  - increase visitations to the City of London;
  - enhance London’s national and international profile;
  - support product development and industry growth;
  - fund bid requirements for major events without additional funding from the City of London; and
  - to become more competitive with other provincial and national cities in Canada.

On February 19, 2019, Tourism London’s Board of Directors approved the Terms of Reference for the Municipal Accommodation Tax (MAT) Adjudication Committee (see Appendix A), which includes:

- MAT Overview and Objectives
- Committee Composition
- Mandate
- Meetings
- Reporting
- Confidentiality

On May 28, 2019, Tourism London’s Board of Directors approved the MAT Funding Criteria and Funding Eligibility (see Appendix B).

The Municipal Accommodation Tax Financial Accountability Agreement requires “the preparation of an annual report to City administration and Tourism London members on expenditures and initiatives that have received monies from the Fund.” This report is intended to fulfill this requirement.

## Financial Impact

As of December 31, 2023, Tourism London’s 2023 MAT Reserve Fund Recap shows the following:

DATE	DESCRIPTION	REVENUES	EXPENDITURES	BALANCE
Jan 1, 2023	Opening Balance			\$3,032,704
2023	MAT funds collected*	\$1,951,841		
2023	Interest earned	\$107,355		
2023	Total	\$2,059,196	\$224,966	\$1,834,230
Dec 31, 2023	Closing Balance			\$4,866,934

\*20% holdback on the total MAT funds collected in 2023 will be reserved for 2024

### Open Board Approved MAT Initiatives:

APPROVAL DATE	OPEN BOARD APPROVED INITIATIVES	BEGINNING BALANCE	2023 EXPENDITURES	ENDING BALANCE
Jun-19	Convention Bid Incentives	\$100,000	\$41,143	\$58,857
Jun-19	Ottawa/Toronto Client Events	\$40,000	\$0	\$40,000
Jun-19	Convention FAM Trips	\$70,000	\$0	\$70,000
Jun-19	Product Development and Industry Training	\$11,750	\$1,693	\$10,057
Apr-21	Stay a Little Longer 2.0 <sup>1</sup>	\$130	\$0	\$130
Apr-22	2022/23 FISU Rowing	\$85,000	\$0	\$85,000
Sep-22	2022 U Sports Vanier Cup <sup>1</sup>	\$9,780	\$6,780	\$3,000
Jan-23	Imagine Van Gogh <sup>1</sup>	\$60,000	\$60,000	\$0
Jun-23	Sunfest International Presenters Network: Building a Global Networking Hub at TD Sunfest '23 <sup>1</sup>	\$35,000	\$35,000	\$0
Jun-23	TD Sunfest World Music and Jazz Festival <sup>1</sup>	\$55,000	\$55,000	\$0
Aug-23	Only in OEV Fridays <sup>1</sup>	\$15,250	\$15,250	\$0
Aug-23	Folk Music Ontario and Music Declares	\$10,100	\$10,100	\$0

	Emergency Transportation Pilot Program <sup>1</sup>			
<b>Total Open Initiatives</b>		<b>\$492,010</b>	<b>\$224,966</b>	<b>\$267,044</b>

Note 1. These initiatives are complete, and any balance is not required and will be closed.

As per the Agreement, the Tourism London Board will include an annual audited statement of the MAT Reserve Fund to the City as part of the audited financial statements submitted annually by Tourism London to the City. The 2023 audit was completed with the finalized audited statement submitted to Civic Administration (see Appendix C).

## Conclusion

This report presents the annual report details as required by the Municipal Accommodation Tax Financial Accountability Agreement between The Corporation of the City of London and Tourism London.

**Prepared by:** Cheryl Finn  
General Manager, Tourism London

**Recommended by:** Scott Mathers, MPA, P.Eng  
Deputy City Manager, Planning and Economic Development



### TOURISM LONDON MAT ADJUDICATION COMMITTEE TERMS OF REFERENCE

#### 1. MAT OVERVIEW AND OBJECTIVES

The purpose of the Municipal Accommodation Tax ("MAT") is to help grow tourism in London by funding supplemental promotion and product development activities that will attract overnight stays, stimulate visitor spending and community economic development; finance hosting and bidding costs for major one-time or recurring Provincial, National or International events including meetings and conventions.

The objectives of the MAT include the following:

- To attract overnight visitations and spending to London
- To increase the Provincial, National and International profile of London
- To increase community economic growth, business partnerships and legacy development for London
- To support events and activities that align with Tourism London's and the City of London's strategic areas of focus
- To support events and activities that improve visitor appeal and create engaging experiences

#### 2. COMMITTEE COMPOSITION

The Committee will be composed of at least five (5) members of the Board, two (2) of whom shall be drawn from representatives of the City's hoteliers. A chair of the Committee shall be selected from its members. The Chair will preside at all meetings of the Committee but where the Chair is unable to attend, the chair of the meeting will be selected from Committee members then in attendance.

#### 3. MANDATE

The Committee shall operate within the following terms of reference:

- To review funding requests received by it through the existing internal Tourism London departmental processes
- To recommend to the Executive Committee for submission to the Board for approval funding requests that meet one or more of the objectives set forth above and are within the funding limits established by the Board from time to time and with such conditions or terms as the Committee considers appropriate to the application
- To ensure that funding requests are evaluated on the basis of clear and efficient use of MAT funds based on criteria established by the Committee from time to time and consistent with the objectives set forth above and, where applicable, with measurable financial and economic impact projections and results
- To reject funding requests that:
  - are not made by Federally or Provincially incorporated entities in good standing
  - are fundraising events or events with a primarily charitable purpose
  - are for operational costs or ongoing program costs
  - do not demonstrate adequate financial or operational strength

#### 4. MEETINGS

The Committee shall meet at the call of the Chair

#### 5. REPORTING

The Committee shall provide regular reports to the Board of the activities of the Committee and annually shall provide to the Board a summary report

#### 6. CONFIDENTIALITY

To ensure impartial decision making, members of the Committee will be required to sign a confidentiality and conflict of interest declaration

## Appendix "B"



### TOURISM LONDON MAT FUNDING CRITERIA

The provision of financial assistance will be considered by one or more measures if the approved event/initiative:

1. Generates economic or social benefit for London;
2. Engenders a positive profile for London either regionally, provincially, nationally or internationally;
3. Attracts out of town attendees, industry delegates and other visitors;
4. Provides reasonable attendance estimates;
5. Demonstrates clear and measurable economic value;
6. Support product development and industry growth.

Funding allocations will be considered on a year to year basis in the context of an existing event/initiative or brand new event/initiative and will not be provided for core operating expenses or capital purchase costs but may be offered for activities such as:

1. Strategic marketing;
2. Adding new elements to an event;
3. Rental equipment to improve visitor experience or enhance capacity;
4. BID Incentives.

#### **Funding Eligibility**

Submissions for funding support must demonstrate that the applicant:

1. Is a legally constituted entity;
2. Provides a business plan and a history of financial viability where applicable or as may be required from time to time;
3. Makes available audit or notice to reader documentation where applicable or as may be required from time to time.

With the provision of further review.

*Approved by Tourism London's Board of Directors May 28, 2019*

**Tourism London**  
**Schedule 1: Municipal Accommodation Tax**

*For the year ended December 31, 2023*

	2023	2022
<b>Revenues</b>		
Municipal accommodation tax (Note 6)	\$ 1,951,841	\$ 1,998,369
Interest earned	107,355	40,046
<b>Total Revenues</b>	<b>\$ 2,059,196</b>	<b>\$ 2,038,415</b>
<b>Expenditures</b>		
2023 Brier Men's Curling Championships	-	400,000
Convention Bid Incentives	41,143	25,000
Folk Music Ontario and Music Declares Emergency Transportation Pilot Program	10,100	-
HockeyFest Game On	-	30,000
Imagine Van Gogh	60,000	-
Only in OEV Fridays	15,250	-
Product & Industry Development	1,693	-
Sunfest International Presenters Network: Building a Global Networking Hub at TD Sunfest '23	35,000	-
Stay a Little Longer 2.0	-	82,427
TD Sunfest World Music & Jazz Festival	55,000	-
Vanier Cup	6,780	90,220
<b>Total Expenditures</b>	<b>\$ 224,966</b>	<b>\$ 627,647</b>
<b>Excess of revenue over expenditures for the year</b>	<b>\$ 1,834,230</b>	<b>\$ 1,410,768</b>

*The accompanying notes are an integral part of these financial statements*

## 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

Kelly Scherr, Deputy City Manager, Environment and  
Infrastructure

**Subject:** Neighbourhood Parks Improvement Fund

**Date:** September 17, 2024

## Recommendation

That on the recommendation of the Deputy City Manager of Neighbourhood and Community-Wide Services and the Deputy City Manager of Environment and Infrastructure, the report dated September 17, 2024, regarding “Neighbourhood Parks Improvement Fund” **BE RECEIVED** for information.

## Executive Summary

The purpose of this report is to outline the proposed implementation plan including guidelines, structure, proposed project list, public engagement framework, and communications plans for the Neighbourhood Parks Improvement Fund. This implementation plan is a follow-up to the additional funding included in the City of London 2024-2027 Multi-Year Budget for the implementation of the Parks and Recreation Master Plan.

## Linkage to the Corporate Strategic Plan

The Neighbourhood Parks Improvement Fund is aligned with the Strategic Area of Focus Wellbeing and Safety, as presented in the City of London Strategic Plan 2023-2027:

- Outcome: London has safe, vibrant, and healthy neighbourhoods and communities.
- Expected Result: Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.
- Strategy: Invest in publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming, and engagement.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- [Parks and Recreation Master Plan Annual Report \(CPSC: March 18, 2024\).](#)
- [Parks and Recreation Master Plan Annual Report \(CPSC: January 31, 2023\)](#)
- [Parks and Recreation Master Plan Update \(CPSC June 17, 2019\)](#)

#### 1.2 Background and Purpose

The Mayor’s Property Tax Supported Budget (2024-2027) provided funding for an additional four million dollars (\$4M) for the implementation of currently unfunded initiatives within the Parks and Recreation Master Plan through the Community

Investment Reserve Fund. On March 1, 2024, this funding was deemed adopted through the City of London 2024–2027 Multi-Year Budget process.

The purpose of this report is to outline the proposed implementation plan including guidelines, structure, proposed project list, public engagement framework, and communications plans for the additional \$4M in funding, referred to as the Neighbourhood Parks Improvement Fund.

The Neighbourhood Parks Improvement Fund is aligned to the [Parks and Recreation Master Plan \(Master Plan\)](#), which was approved by Council on June 25, 2019. The Master Plan provides an overall vision, direction, and guidance for planning and making decisions about parks, open spaces, environmental management, recreation programs, sport services, and facilities in London. It is informed by public input and is aligned to local, provincial, and federal policies, strategies, best practices, trends, demographics, and growth forecasts.

The City of London offers high quality parks, open spaces, recreation programs, sport services, and facilities that engage residents and visitors of all ages and abilities. The City plays a significant role in community building through the facilitation of active and passive activities, opportunities for structured and spontaneous play, and strengthening of neighbourhood connections, guided by the Master Plan.

These services provide places for people of all ages and abilities to be active and learn new skills, connect with one another, share their interests, exchange ideas, and experience diversity. They also contribute to larger outcomes in the city, such as engaging children in active play, decreasing childhood obesity, poverty reduction, improved mental health, city building and the creation of healthy and safe neighbourhoods, economic health, sport tourism initiatives, environmental management and protection, connecting with and developing an appreciation of nature, cultural prosperity, and more.

The Master Plan contains a series of recommendations, some of which refer to discrete projects or actions and others that provide ongoing and incremental guidance. The City of London manages between 200 to 250 parks projects of varying sizes annually to meet the goals of the Parks and Recreation Master Plan. Some of these projects were outlined in the Parks and Recreation Master Plan Annual Report to Community and Protective Services. The Neighbourhood Parks Improvement Fund will inject additional funds to help leverage and/or enhance some of these existing projects, support new projects, and accelerate and enhance park amenities across the city.

## **2.0 Discussion and Considerations**

### **2.1 Proposed Program Guidelines**

In order to implement the Neighbourhood Parks Improvement Fund in the current Multi-Year Budget Cycle without impacting current and approved parks projects and committed resources, guidelines are required to help scope what can be accomplished over the next three to four years.

Proposed program guidelines:

- projects must be planned and implemented in 2024, 2025, 2026, and 2027;
- individual projects will cost between \$50,000 and \$500,000;
- projects will align with Council’s Strategic Plan and the Parks and Recreation Master Plan goals;
- projects will be geographically distributed across the city;
- projects will fill a gap and/or meet a community need; and,
- projects will provide value to diverse user groups and support equity and inclusion.

Should it be desired to adjust the above program guidelines, additional funding to support the implementation of the Neighbourhood Park Improvement Fund projects will be required to avoid impacting the delivery of the existing and approved Parks capital plan.



## 2.2 Proposed Program Structure

The four million dollars (\$4M) in funds will potentially support up to 23 projects (9 multi-Ward scale parks projects and 14 neighbourhood/Ward specific parks projects). Appendix A attached identifies the proposed list of parks and potential projects. Appendix B attached provides a map of the locations of the proposed projects along with the parks infrastructure projects included in the Multi-Year Budget (2024-2027). The details of each project will be finalized by Civic Administration based on detailed reviews of specific park feasibility and feedback from residents through a range of engagement activities.

## 2.3 Community Engagement

Through programs such as Neighbourhood Decision Making, previous park engagement activities/forums, and ongoing resident feedback and requests, Civic Administration has collected a number of ideas and suggestions from Londoners as to what they would like to see in parks across the city. Existing engagement data and results have been assessed based on the program guidelines and leveraged to identify proposed projects as outlined in Appendix A.

Project specific engagement will follow the City of London's Community Engagement Policy, including notification of neighbours if a new amenity is proposed and other specific engagement methods as appropriate.

## 2.4 Communications

A GetInvolved web page will be established to identify the projects, timing, and locations. In addition, the website will be a key tool for community engagement for each project. Signage will be placed at the park locations identifying the Neighbourhood Parks Improvement Fund as the source of funding for the individual projects.

In addition, projects to be implemented will be confirmed in the Parks and Recreation Master Plan Annual Report to Community and Protective Services. As projects are completed, events will be organized to celebrate with the community.

## 3.0 Financial Impact/Considerations

Four million dollars (\$4M) will be provided through the Community Investment Reserve Fund as identified through the Multi-Year Budget process. There is no tax levy impact.

Impacts on operational and lifecycle budgets required to support these projects will be avoided where possible to maintain existing budgets. If future funding is required, it will be requested through the next Multi-Year Budget process.

## Conclusion

The Neighbourhood Parks Improvement Fund will provide new and updated amenities to parks across the city. Four million dollars (\$4M) has been allocated to the fund and projects and will be implemented starting in 2024. This funding will add additional amenities to London's park system, and it will support residents to build community and stay active. The projects will enhance existing work planned across the city in general alignment with the City of London's Parks and Recreation Master Plan.

**Prepared by:** Donna Baxter, Manager, Policy, Planning and Research  
Jeff Bruin, Manager, Parks Design and Construction

**Submitted by:** Kristen Pawelec, Director, Community Development and Grants  
Paul Yeoman, Director, Parks and Forestry

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

## Appendix A:

This appendix outlines a preliminary list of proposed Neighbourhood Parks Improvement Fund projects. Project locations and amenities are subject to change based on site specific conditions and public input.

### MULTI-NEIGHBOURHOODS PROJECTS

Park	Address	Project Description	Location
Silverwoods Park	50 Sycamore Street	New tennis and pickleball courts	Southeast
South East Optimist Park	237 Deveron Crescent	New and enhanced play equipment and full basketball court	Southwest
White Oaks Park	1119 Jalna Boulevard	New and enhanced play equipment (east of Fennel Cres), acrylic surface on pickleball court*	Southwest
Lambeth Centennial Park	7112 Beattie Street	New pickleball courts and practice Cricket multi-batting cage facility	Southwest
Wonderland/ Riverside	520 Riverside Drive	Improved paddling/river access, scattering ashes site, and public gathering space	Northwest
West Lions Park	20 Granville Street	New and enhanced skateboarding facilities	Northwest
Stronach Park	1221 Sandford Street	New and enhanced play equipment	Northeast
Hastings Park	1428 Hastings Drive	Addition of acrylic surfacing on existing pickleball and tennis courts	Northeast
Richard B. Harrison Park	205 South Street	New and enhanced play equipment and basketball court	Central

### NEIGHBOURHOOD PROJECTS

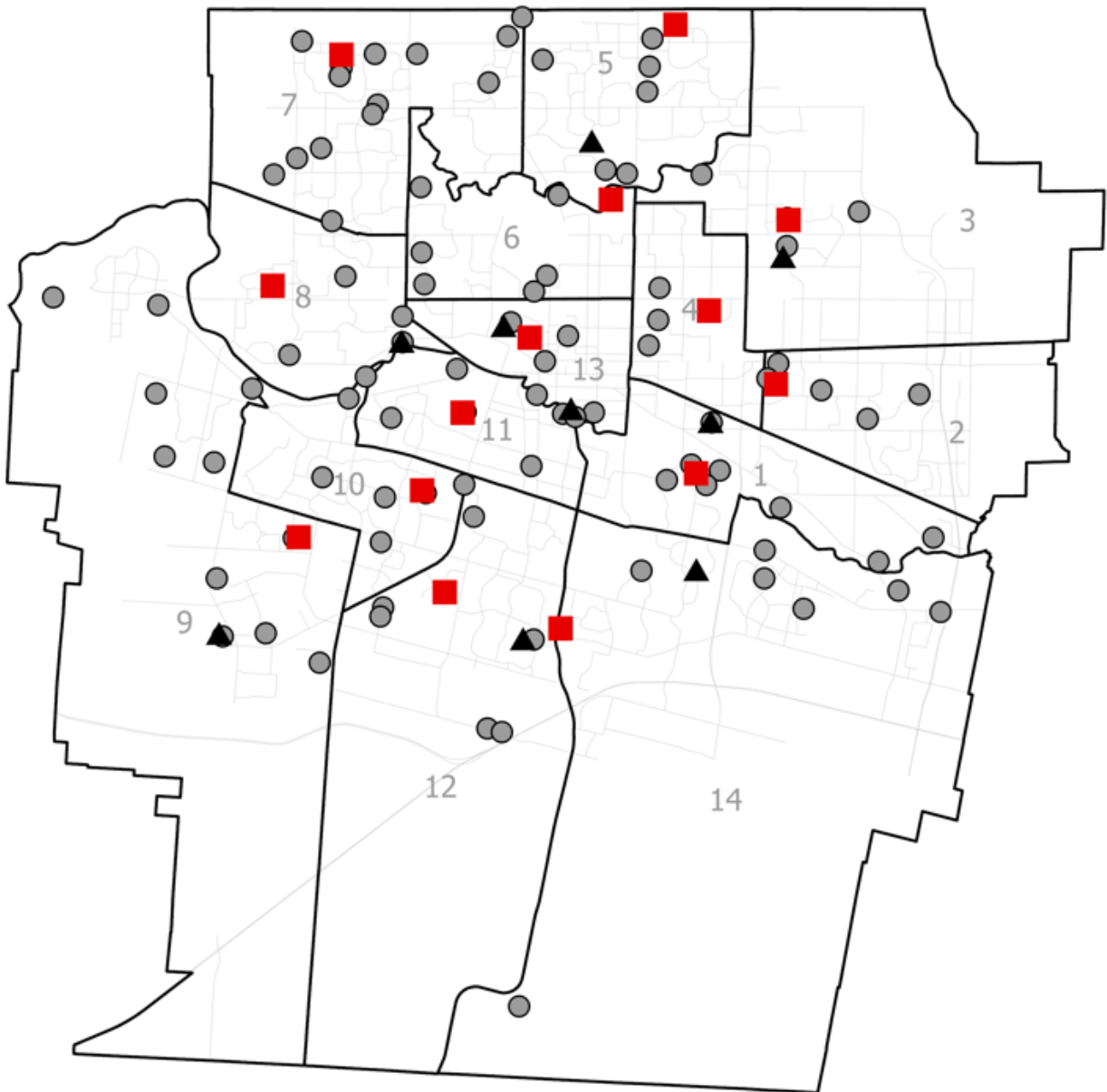
Park	Address	Project Description	Location
Vauxhall Park	49 Price Street	Improved play equipment and swings	Ward 1
Kiwanis Park North	612 Hale Street	New pickleball courts and half basketball court	Ward 2
Huronview Park	1345 Bentley Drive	New shade structure and picnic tables	Ward 3
Mornington Park	800 High Holborn St	New cricket batting cage	Ward 4
Foresthill Park	1955 Rolling Acres Drive	New shade structure and improved soccer field	Ward 5
North London Athletic Fields	1207 Adelaide Street N	New play equipment	Ward 6
Kent Park	2715 Buroak Drive	New and enhanced playground equipment and seating	Ward 7
Oak Park	1207 Royal York Road	New exercise equipment and picnic tables	Ward 8
Regiment Park	3290 Regiment Road	New basketball court* and seating*	Ward 9
Arthur Ford Park	670 Viscount Road	Improved tennis court and seating	Ward 10

<b>Park</b>	<b>Address</b>	<b>Project Description</b>	<b>Location</b>
Murray Park	75 Cliftonvale Avenue	New basketball court* and seating*	Ward 11
Bateman Trail Park	2875 Bateman Trail	New picnic area and shade structure	Ward 12
Blackfriars Park	2 Cummings Avenue	New play equipment and seating	Ward 13
St. Stephens Park	1030 Wellington Road	New play equipment and seating	Ward 14

\* Projects targeted for completion in 2024

## Appendix B:

### Locations of Neighbourhood Parks Improvement Fund Proposed Projects and Planned Parks Infrastructure Projects (2024-2027)





August 14th 2024

ATTN: SPPC Committee and Chairs and Members

Re: Addition of Board Member for Consideration

Chair and Members of the Strategic Priorities and Policy Committee;

The Argyle BIA Board of Directors puts forward Chuck Bergeron, owner of *Home Hardware - Dundas East* for consideration until the end of the current four year Board of Directors term (2022-2026).

Thank you,

A handwritten signature in blue ink that reads "Bethany Mejia".

*Bethany Mejia*  
Executive Director

# Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

The 6th Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory  
Committee  
July 11, 2024

Attendance P. Gill (Chair), S. D'Amelio, S. Atieh, D. Godwin, C. Kamgne  
Tagatzi, D. Luthra and K. Warmington and H. Lysynski (Acting  
Clerk)

ABSENT: K-A. Burke, S. Evoy, N. Fahd, R. Gill, B. Hill, L.  
Ochoa, M. Stothers and N. Syed

ALSO PRESENT: M. Fontaine, S. Govindaraj, E. Hunt and M.  
Stone

The meeting was called to order at 4:01 PM; it being noted that  
P. Gill, S. D'Amelio, S. Atieh, D. Godwin, C. Kamgne Tagatzi and  
K. Warmington were in remote attendance.

## 1. Call to Order

### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## 2. Opening Ceremonies

### 2.1 Acknowledgement of Indigenous Lands

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

### 2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

## 3. Scheduled Items

### 3.1 Mobility Master Plan

That it BE NOTED that the presentation, as appended to the Agenda, from  
M. Fontaine, Senior Communications Specialist and M. Stone,  
Accessibility and Inclusion Advisor, with respect to the Mobility Master  
Plan Public Engagement June to September 2024, was received.

## 4. Consent

### 4.1 5th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 5th Report of the Diversity, Inclusion and Anti-  
Oppression Community Advisory Committee, from its meeting held on  
May 9, 2024, was received.

**5. Sub-Committees and Working Groups**

None.

**6. Items for Discussion**

6.1 2025 Mayor's New Year's Honour List - Call for Nominations

That it BE NOTED that Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) held a discussion with respect to the 2025 Mayor's New Year's Honour List Call for Nominations; it being noted that the DIACAC reviewed the communication, dated June 27, 2024, from the City Clerk and Deputy City Clerks, with respect to the 2025 Mayor's New Year's Honour List Call for Nominations.

6.2 Diversity, Race Relations and Inclusivity Award Policy

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) held a discussion with respect to the 2025 Diversity, Race Relations and Inclusivity Award.

**7. Adjournment**

The meeting adjourned at 5:00 PM.

# Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

The 7th Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory  
Committee  
August 8, 2024

Attendance P. Gill (Chair), S. D'Amelio, R. Gill, D. Godwin, B. Hill, C.  
Kampagne, D. Luthra, N. Syed and K. Warmington and H.  
Lysynski (Acting Clerk)

ABSENT: S. Atieh, K-A. Burke, M. Stothers and L. Ochoa  
ALSO PRESENT: Y. Asare-Bediako, S. Chapman-Pusiak, S.  
Govindaraj. Z. Khawaja, K. Lamphier, C. Mallia, M. Stone and J.  
Tansley

The meeting was called to order at 4:00 PM; it being noted that  
S. D'Amelio, R. Gill, D. Godwin, B. Hill, C. Kampagne, N. Syed  
and K. Warmington were in remote attendance.

## 1. Call to Order

### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## 4. Consent

### 4.1 6th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 6th Report of the Diversity, Inclusion and Anti-  
Oppression Community Advisory Committee, from its meeting held on July  
11, 2024, was received.

## 2. Opening Ceremonies

### 2.1 Acknowledgement of Indigenous Lands

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

### 2.2 Traditional Opening

That it BE NOTED that no traditional opening was received.

## 3. Scheduled Items

### 3.1 Anti-Hate Project

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression  
Community Advisory Committee received the attached presentation from  
K. Lamphier, Senior Coordinator, Community Inclusion & Equity and Z.  
Khawaja, Coordinator, Anti-Hate Project, with respect to the Anti-Hate  
Project.



3.2 Anti-Black Racism Action Plan

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee heard a verbal presentation from Y. Asare-Bediako, Advisor, Black Community Liaison, with respect to the Anti-Black Racism Action Plan.

**5. Sub-Committees and Working Groups**

None.

**6. Items for Discussion**

6.1 2025 Mayor's New Year's Honour List – Request for Nominations

That it BE NOTED that Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) held a discussion with respect to the 2025 Mayor's New Year's Honour List Call for Nominations; it being noted that the DIACAC reviewed the communication, dated June 27, 2024, from the City Clerk and Deputy City Clerks, with respect to the 2025 Mayor's New Year's Honour List Call for Nominations.

6.2 2025 Diversity, Inclusion and Race Relations Award

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) held a discussion with respect to the 2025 Diversity, Race Relations and Inclusivity Award.

**7. Adjournment**

The meeting adjourned at 4:52 PM.



London  
CANADA

# Anti-Hate Pilot Project Update



**Thursday, August 8, 2024**



# City of London Project Team

## **Sanjay Govindaraj**

Director, Anti-Racism and Anti-Oppression

## **Jill Tansley**

Manager, Strategic Programs and Partnerships

## **Zahra Khawaja**

Anti-Hate Project Coordinator

## **Kinga Lamphier**

Senior Coordinator, Community Inclusion and Equity

## **Carmen Mallia**

Manager, Strategic Communications

## **Andrew Buttigieg**

Senior Communications Specialist



# Project Steering Committee

**Carolyn Romain**  
London District  
Catholic School  
Board

**Rachid Barrima**  
Carrefour  
Communautaire  
Francophone

**Adri Britz**  
Huron University  
College

**Sgt. Ziyad Zabian**  
London Police  
Services

**Const. Chris Henry**  
London Police  
Services

**Huda Hussein**  
London & Middlesex  
Local Immigration  
Partnership

**Michael Ciccone**  
London Public Library

**Michelle Young**  
Thames Valley Public  
School Board

**Pastor Sandie  
Thomas**  
Centre for Research  
on Health Equity and  
Social Inclusion

**Sarah Maaten**  
London-Middlesex  
Health Unit

**Sarita Naa Akuye  
Addy**  
St. Joseph's Health  
Care

**Jill Sangha**  
London Health  
Sciences Centre

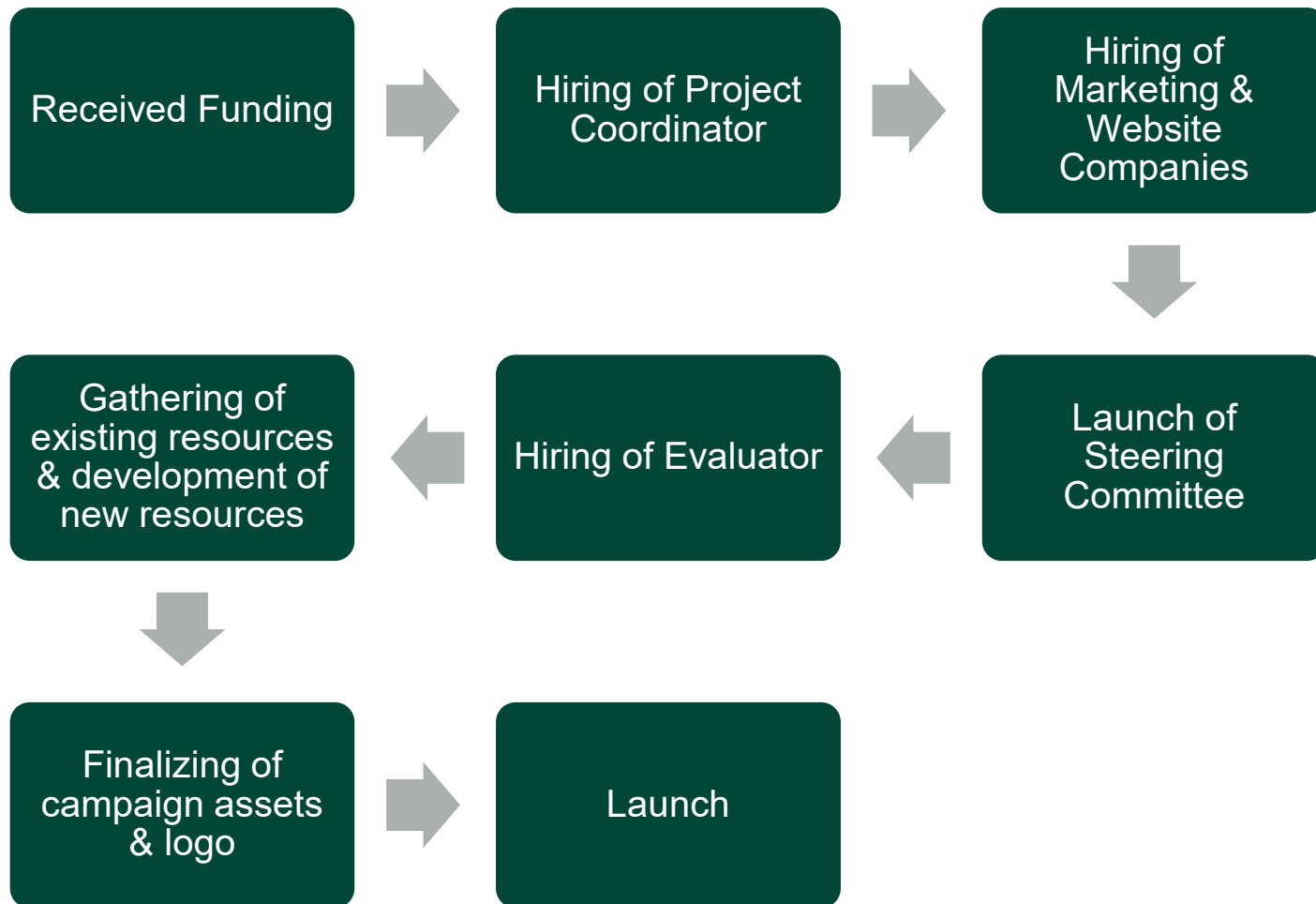
**Lesley Oliver**  
Western University

**Jennifer Slay**  
King's University  
Collage

**Mauricio Osorio**  
Fanshawe College

**Joanne Galloway**  
London Transit  
Commission

# Work to Date





# Campaign Overview

- Many Londoners are against hate, and many are unsure how to intervene when witnessing hate incidents.
- This campaign aims to:
  - Ensure Londoners recognize hate incidents that occur in our community.
  - Provide information and resources on best practices for intervening in and addressing acts of hate and discrimination.
  - Promote bystander intervention and motivate community action.
- This campaign will use a mix of digital, traditional and direct marketing and communications tactics to reach target audiences.
- **Our goal is to foster a more inclusive and equitable London for all by raising awareness about hate and discrimination, providing educational resources for combatting hate and promoting active allyship.**

# Campaign Equity-Denied Groups

East Asian

Indigenous

Black

Jewish

2SLGBTQIA+

Muslim

Persons with  
Disabilities

# Target Audiences

---

## **Silent Bystanders**

To reach people who come from a place of privilege, often who end up as bystanders to acts of hate in the community, and those who may not realize it within themselves.

---

## **Victims of Hate and Discrimination from Equity-Denied Communities**

To reach Londoners who experience forms of hate, racism and discrimination.



# Digital Marketing Campaign

- Social media posts (paid and organic)
- Google display ads
- YouTube and Spotify ads
- Digital newsletter
- Stories
- Video series: "Voices of London: Standing Against Hate"



# Traditional Marketing

- Transit shelter, interior transit and exterior transit advertisements
- Digital billboard advertisements in seven locations across London
- Digital screen advertisements located across Dundas Place
- Posters, postcards and standing banners
- Explore partnerships with London Knights and London Lightning





# Launch Event

- Details still being finalized, but the launch event will also **coincide with the launch of the entire campaign**, including the roll-out of marketing assets and the website.
- **Proposed Launch Date:** Friday, October 25 from 2 p.m. to 3:30 p.m.



# New Resources

London Public  
Library

Rights and  
Responsibilities  
Awareness  
Initiative

Willy Aristide

WeBridge

Centre for  
Research on  
Health Equity and  
Social Inclusion

Réseau en  
immigration  
francophone

Fairy Godparents

London &  
Middlesex Local  
Immigration  
Partnership

London Health  
Sciences Centre

London  
InterCommunity  
Health Centre

# Next Steps



Finalizing of:

Campaign assets  
Website  
Resources



Campaign and  
website:

Launch  
Promotion



Evaluation



London  
CANADA

# Thank You

# Strategic Opportunities Review Working Group

## Report

3rd Meeting of the Strategic Opportunities Review Working Group  
September 4, 2024

PRESENT: Councillors E. Pelozza (Chair), S. Lewis, P. Cuddy, J. Pribil, C. Rahman, S. Lehman

ABSENT: S. Stevenson

ALSO PRESENT: M. Butlin and H. Lysynski

Remote Attendance: A.L. Barbon, J. Davies, J.P. McGonigle and E. Skalski

The meeting is called to order at 9:03 AM.

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent

#### 2.1 London Police Service Reserve Fund By-law Review

Moved by: C. Rahman

Seconded by: J. Pribil

That the following actions be taken with respect to the staff report dated September 4, 2024 regarding the London Police Service Reserve Fund By-law Review:

- a) the report BE FORWARDED to the London Police Service Board Chair and the Chief of Police;
- b) the Budget Chair and Deputy Mayor BE REQUESTED to engage in discussions with the London Police Service Board regarding this report; and,
- c) the London Police Service Reserve Fund By-law Review report BE RECEIVED for information;

it being noted that the Strategic Opportunities Review Working Group received a communication dated August 30, 2024 from C. Butler with respect to this matter.

**Motion Passed**

#### 2.2 Service Review Training for Agencies, Boards and Commissions

Moved by: S. Lewis

Seconded by: P. Cuddy

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

- a) the Civic Administration BE DIRECTED to proceed with the service review training for agencies, boards and commissions at an estimated cost of \$15,000 (excluding HST), it being noted that the cost will be funded from the City's Efficiency, Effectiveness and Economy (EEE) Reserve; and,

b) the staff report BE RECEIVED for information.

**Motion Passed**

2.3 City of London Municipal Golf Update

Moved by: S. Lehman  
Seconded by: P. Cuddy

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the report regarding the City of London Municipal Golf Update, BE RECEIVED for information.

**Motion Passed**

**3. Scheduled Items**

None.

**4. Items for Direction**

4.1 Discussion - Next Meeting Date

Moved by: P. Cuddy  
Seconded by: S. Lehman

That it BE NOTED that the next Strategic Opportunities Review Working Group meeting date(s) will be considered after the completion of the Annual Budget Update process.

**Motion Passed**

**5. Deferred Matters/Additional Business**

**6. Adjournment**

Moved by: P. Cuddy  
Seconded by: J. Pribil

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 9:50 AM.



## **Municipal Golf & Supply Chain Management**

I'd like to draw your attention to the attached chart.

This is the most comprehensive chart I have ever seen depicting the incremental capacity shortfall in # rounds for the period 2023 to 2051 based on existing capacity limitation of 3.5 courses or statistically 116,620 rounds played per year

The chart quantifies the gap between 2023, 3.5 course capacities with estimates of unsatisfied demand for T-Times of 33,620 by 2025 and increasing incrementally to 68,446 by 2051.

The prediction of 68,446 unsatisfied demand for t-times represents 37.4 % of predicted demand by 2051 and is the result of management's failure to consider population as the primary determinant of future course requirements.

It is attributable to managements false narrative that demand the exceeds Muni Golf's capacity, can be absorbed by regional private golf operators.....without statistics on private operator capacities.

The consequence of this impractical policy is that there are no new Municipal Golf facilities since 1998 and none planned before 2051 totally disregarding the predicted population growth of 225,000.

The failure to plan for urban operational capacity consistent with population growth will have has catastrophic impact on Municipal Golfers forcing golfer migration to regional private courses with longer commutes, higher costs and greater inconvenience.

In addition, Parks & Recreation policies have created havoc for Municipal Golf from Full-time Clubhouse and Operations managers, effectively doubling Wages & Benefits at TV and Fanshawe, that lead to the first operational deficit in 94 years (\$26,858) and the much-

debated decision to close the \$2.3Million, River Road course in 2020..

While I endorse Council's initiative for cost reductions and extension of four season activities, I sincerely believe that the immediate focus be on correcting the capacity related problems in todays Parks & Recreation managed golf network.

I would also suggest that the time is ripe for a management change to a "Not-For-Profit" Golf Association with a 10 year contract with an independent Board of Directors ( joint Public and Private) and non-site, CPGA certified General Manager where the City retains ownership for the Golf Network and performance is reviewed with Council on an annual basis

Andy McGuigan

## Municipal Golf Capacity Formula

	Weekday.	Weekend.
Starts/Hour.	7	7
x		
Hours/Day.	7	5
X		
# Persons/Start	4.	3
X		
Days/Week	5	2
x		
Weeks/Month	4	4
X		
Months/Year	7	7

Rounds/Course/Year	27,440	5,880	33,320
Total			

Network Capacity/Year – 3.5 Courses = 116,620

“ “ “ - 4.5 “ = 149,940

“ “ “ - 5.5. “ = 183,260

# Governance Working Group

## Report

Special 12th Meeting of the Governance Working Group  
August 15, 2024

PRESENT: Councillors S. Lewis (Chair), H. McAlister, P. Cuddy, J. Pribil, S. Trosow, C. Rahman, S. Franke, D. Ferreira

ABSENT: S. Stevenson, A. Hopkins, S. Hillier

ALSO PRESENT: S. Datars Bere, E. Skalski

Remote Attendance: A. Bush, E. Hunt, C. McCreery

The meeting is called to order at 9:33 AM; it being noted that Councillors P. Cuddy and C. Rahman were in remote attendance.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it be NOTED that no pecuniary interests were disclosed.

### 2. Consent Items

#### 2.1 Councillor Role Descriptions - City Manager Review

Moved by: S. Franke

Seconded by: D. Ferreira

That the Councillor Role Description, as amended and attached, BE APPROVED.

**Motion Passed**

### 3. Items for Discussion

#### 3.1 Council Resourcing Review Task Force - Draft Terms of Reference

That, on the recommendation of the City Clerk, the following actions be taken with respect to the Council Resourcing Review Task Force – Draft Terms of Reference:

a) the Draft Terms of Reference for a Council Resourcing Review Task Force, as amended and attached to the staff report dated August 15, 2024 BE APPROVED;

b) the Civic Administration BE DIRECTED to bring forward a by-law to a future meeting of Council to create a Council Resourcing Review Task Force;

c) upon creation of the Task Force, the Civic Administration BE DIRECTED to take the necessary actions to advertise for the Council Resourcing Review Task Force applications; and

d) the City Clerk BE DIRECTED to select the membership of the Council Resourcing Review Task Force and bring forward the successful names to a future meeting of City Council for ratification.

**ADDITIONAL VOTES:**

Moved by: S. Franke  
Seconded by: D. Ferreira

That the Appointment Process of the Draft Terms of Reference for the Council Resourcing Review Task Force BE AMENDED to direct the City Clerk to select the members of the Council Resourcing Review Task Force and bring the names forward to City Council for ratification.

**Motion Passed**

Moved by: S. Franke  
Seconded by: S. Trosow

That section 1.8 of the Draft Terms of Reference for the Council Resourcing Review Task Force BE AMENDED to provide for a stipend of \$100.00 per meeting to Task Force members.

**Motion Passed**

Moved by: S. Lewis  
Seconded by: J. Pribil

That section 1.7 e) of the Draft Terms of Reference for the Council Resourcing Review Task Force BE AMENDED to read as follows:

e) the task force will consider equity issues and apply an equity lens with a view to how Councillors are supported in elected office.

**Motion Failed**

Moved by: S. Lewis  
Seconded by: P. Cuddy

That section 1.7 e) of the Draft Terms of Reference for the Council Resourcing Review Task Force BE AMENDED to read as follows:

e) the task force will **consider** equity issues and apply an equity lens with a view to expanding the pool of candidates wishing to run for office.

**Motion Passed**

Moved by: P. Cuddy  
Seconded by: S. Franke

That the motion, as amended, BE APPROVED.

**Motion Passed**

**4. Deferred Matters/Additional Business**

None.

**5. Adjournment**

Moved by: S. Franke  
Seconded by: H. McAlister

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 10:22 AM.

## **As Amended, June 24, 2024**

### **Role Description**

A councillor has three main roles to play in the municipality over the four year term of office: a representative accountable to the public, a policy-maker supporting the municipality, and a good steward of all city resources.

Decisions should be made for the long-term health and welfare of the community, with consideration given to the City's strategic plan and budget.

### **Areas of Responsibility**

#### **Representation of Ward Interests, Citizens, and City-wide Issues**

- Engage with ward residents and civic administration to gain familiarity with local projects, issues, and concerns.
- Keep up-to-date with ward issues, needs and concerns, and communicate Council decisions concerning services/programs/issues to ward residents. Liaise between constituents and civic administration in order to provide assistance, direction and information to ward residents on access or use of City services and other community services as appropriate.
- Direct citizens to their appropriate MP, MPP, or school Trustee, for federal, provincial, or school related issues.
- Obtain the assistance of City services in resolving and addressing issues or concerns raised by ward residents.
- Communicate and follow up with residents as appropriate.

#### **Develop and Support City Policy and Service Delivery**

- Host/attend public consultation meetings to explain and obtain feedback on service proposals and directions affecting City of London citizens.
- Direct broad planning and service provision for the current and future needs of the City of London by developing the Strategic Plan.
- Engage in City budget deliberations which determine service fees and tax levels as well as service/program delivery.
- Develop positions and motions to influence the direction of policy/programs/services; refine proposals and present and justify these at Committees of Council and Council meetings.

#### **Representation on Committees of Council/Boards**

- Serve on Standing Committees of Council (Civic Works, Community & Protective Services, Corporate Services, Planning and Environment, and Audit), with an expectation that a councillor is ready, willing and able to serve on each of these committees during their term.
- Serve on the Strategic Priorities and Policy Committee (committee of the whole) and attend both committee & Council meetings.
- Serve as a Council representative on the City's external Agencies, Boards, and Commissions and be available to assume a fair proportion of the workload with

Council colleagues, noting these take place on a variety of times and days at a variety of locations.

- Allocate time to read & review meeting agendas for Council, committees, agencies, boards, and commissions, on a wide range of local programs and issues.
- Review, evaluate staff proposals, studies and recommendations concerning City services/programs with regard to both citizen and financial impacts.

### **Other Duties**

- Be aware of and adhere to Council's Code of Conduct and the City of London's Respectful Workplace Policy (Anti-Harassment/Anti-Discrimination).
- Respond to and accurately represent issues before council with media.
- Have or develop an understanding of the Council Procedure By-law, including Rules of Order for standing committees and council meetings
- Maintain confidentiality as directed by the City Clerk or City Solicitor on matters of a confidential nature before council.
- Participate in all Council orientation sessions, corporate training, and other ongoing training where required with the City, its Agencies, Boards, and Commissions, local indigenous communities, and diverse community groups.
- In the event of an emergency, assist in communicating clear, consistent messaging developed by the Mayor & Emergency Operations Centre leads.
- Participate in intergovernmental relations and advocacy.
- Represent the City at community events as required.

### **Compensation:**

Current Annual Stipend: Effective Jan 1, 2024 is \$65,137 which is based on the median full-time income for Londoners as identified in the most recent Census, adjusted annually by the average annual variation in median full-time employment income for Londoners determined from published Census data.

Spending account of \$13,500 annually towards work related expenses including transportation allowance etc.

Benefit eligibility and coverage options for Elected Officials is provided in accordance with the terms of the Policy of Insurance

### **Additional Details:**

4 year term

Mix of remote and in-person working environments

An expectation to be widely and flexibly available

Opportunity to attend provincial and national conferences

This document should be reviewed each Council term for accuracy to current conditions.

**DRAFT TERMS OF REFERENCE**

**2025 COUNCIL RESOURCING REVIEW TASK FORCE**

**1.1 Term**

The Council Resourcing Review Task Force shall commence its work as soon as possible and be disbanded upon receipt of its Final Report by the Strategic Priorities and Policy Committee, by no later than October, 2025.

**1.2 Meetings**

The first meeting shall be called by the City Clerk. Subsequent meetings shall be at the call of the Chair, in consultation with the City Clerk.

**1.3 Composition**

Voting Members: Five (5) members to be chosen by the City Clerk and subject to ratification by Municipal Council.

The Chair and Vice-Chair are elected by the Task Force from among its Members, at its first meeting.

**1.4 Appointment Process**

All applicants will be required to submit a summary of their qualifications and experience for consideration of the City Clerk. Any vacancies which arise during the term of the Task Force shall follow the same procedure as the initial appointment of members.

Members of the Task Force will be selected by the City Clerk, subject to ratification by Municipal Council, and be reflective of the relevant principles of the Strategic Plan. Candidates will be reviewed through an equity lens. Within these parameters, the City Clerk will have full discretion over the selection process, subject to ratification by Municipal Council, including the determination and assessment of qualifications.

Representation shall be sought based on the following:

- a) proven analytical and decision-making skills;
- b) experience working on a committee, administrative tribunal, task force or similar;
- c) availability and willingness to attend meetings;
- d) oral and written communication skills;
- e) lived experience as part of an equity-denied group;
- f) lived experience in a political role;
- g) academic expertise in municipal governance; and
- h) experience in human resources.

**1.5 Eligibility for Appointment**

The following persons are not eligible for appointment:

- a) a current member of the Municipal Council;
- b) a current member of the Civic Administration;
- c) a current member of a Community Advisory Committee;
- d) a current member of a local agency, board, or commission of Council;
- e) individual running for or seeking appointment to any elected office; and
- f) any individual who is not of legal voting age in the Province of Ontario.



## 1.6 Duties

The Task Force shall report to the Municipal Council, through the Strategic Priorities and Policy Committee.

The Task Force shall be responsible for reviewing and providing recommendations with respect to the Councillors' resourcing, including:

- a) the Council Policy: *Remuneration for Elected Officials and Appointed Citizen Members Policy*;
- b) base compensation for members of Council and the Mayor;
- c) supplementary compensation and funding source for additional work, such as stipends for board and committee service;
- d) councillor workload; including minimum workload expectation, balancing workloads across Council;
- e) councillor severance pay;
- f) councillor role description;
- g) the Council Member's Expense Account Policy;
- h) a role preview document.

## 1.7 Guiding Principles

- a) individuals should not seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
- b) the remuneration mechanism must be transparent, open and easy to understand.
- c) remuneration needs to be sensitive to local market conditions, and to compensation levels in comparable municipalities, recognizing that the role of a Councillor is neither full-time nor part-time, but rather a unique role.
- d) fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal councillor should be offered in order to attract qualified and committed individuals.
- e) the Task Force will consider equity issues and apply an equity lens with a view to expanding the pool of candidates wishing to run for office.
- f) the basic performance metric for elected officials is the election.

## 1.8 Remuneration

Task Force members will receive a stipend of \$100 per meeting.

## 1.9 Conduct of Members

Members of the Task Force shall comply and conduct themselves in accordance with the City of London's *Respectful Workplace Policy (Anti-Harassment/Anti-Discrimination)*.

## 1.10 Resourcing

The City Clerk or designate shall provide administrative and procedural support to the Task Force.

The Civic Administration shall support the work of the Task Force.

## 1.11 Administrative Practices and Procedures

With respect to any responsibilities and practices not clearly identified within these Terms of Reference, the City Clerk may establish additional administrative practices and procedures for the Task Force at any time.

## Women’s representation in municipal elected positions Across ten provinces and two territories-representing 99% of Canada’s population

This research was conducted in 2023 by the Canadian Municipal Barometer at the University of Calgary on behalf of FCM’s Canadian Women in Local Leadership (CanWILL) project.

### Quick facts



Women represent **31%** of all municipal elected representatives in Canada

Women hold **22%** of municipal mayoral positions



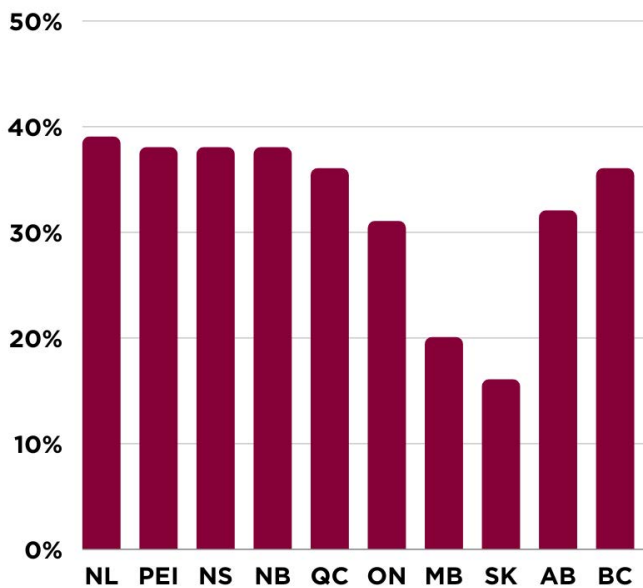
Women hold **33%** of councillor positions

**16%** of communities in the research have **no women** on council

### Progress

- **16%** of municipalities have reached **levels at or above parity** (women representing at least half of the council).
- The percentage of women in **mayoral** positions has increased by **2%** since 2018 and **4%** since 2015.
- The percentage of women in **councillor** positions has increased by **4%** since 2018 and **6%** since 2015.

## Women's representation by province



Women represent **38%** of elected positions in Yukon

And **32%** of elected positions in the Northwest Territories



\*Data is not currently available in a disaggregated format.

CanWILL recognizes the importance of refined data which should show progress for often underrepresented women such as Indigenous, Black, and other racialized women as well as members of the LGBTQ2S+ community in municipal elected positions. This type of data should be available in the next iteration of this research.

In 2015, the United Nations launched the Sustainable Development Goals (SDG) of which Goal 5 is to achieve gender equality. This is viewed as a precondition for realizing all 17 goals in the 2030 SDG agenda. A key subcomponent is to “ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.”

Indicator 5.5.1 (b): Proportion of seats held by women in local governments. Canada’s current ranking of 33.3% puts Canada at 54th of the 169 countries based on existing data.

In 2010, FCM set 30% women’s representation by 2026 as its objective. In 2023, FCM is proud to see the goal of 30% has been met, but there is still work to do.



## Conditions for women to enter or remain in politics

Women of diverse backgrounds often face systemic barriers to a higher degree or with compounding impacts. These systemic issues include, but are not limited to, biases, systematic discrimination, exclusionary policies or practices, and triple-burden responsibilities.

To address these systemic issues, local governments have a responsibility to create a space in which women feel empowered and supported in their political participation, and in which more women become involved in decision-making and policy development. Gender equity and inclusion municipal strategies are one essential tool to create an inclusive space.

Learn from FCM's resource: [Considerations for developing a gender equity and inclusion municipal strategy](#)

## Fostering parity and more diversity of municipal councils

CanWILL has compiled and curated a collection of articles, reports, guidance, templates and concrete examples from local governments across Canada and the world.

These resources are meant to support and inspire municipal stakeholders, including women and gender-diverse individuals of all identities, as well as male allies as they drive change for more equitable, representative local governments.

[Resource library for inclusive municipal governance](#)

This initiative is supported by the Federation of Canadian Municipalities' Canadian Women in Local Leadership (CanWILL) Program with funding from Women and Gender Equality Canada (WAGE).



300 Dufferin Avenue  
P.O. Box 5035  
London, ON  
N6A 4L9

Dear Colleagues,

We are writing to request your support for a funding application for a collaborative tree planting project aimed at enhancing urban green spaces in the City of London. Through the Green Municipal Fund, specifically the Growing Canada's Community Canopies stream, there is funding available for local organisations and municipalities to create ambitious tree planting programs.

**A requirement of the application is a resolution or letter of support from the local municipality.** As such, we seek your assistance in supporting the following organisations on their efforts to submit a collaborative tree planting proposal by October 15th, 2024.

- Upper Thames River Conservation Authority
- ReForest London
- London Environmental Network

These will be working together over the next few weeks to combine their project areas into one streamlined application, which if successful will result in thousands of new trees being planted and maintained in London. The proposed project aligns perfectly with our shared goals of promoting environmental sustainability, improving public health, and fostering community engagement. It aligns with our Strategic Plan, Climate Emergency Action Plan Urban Forestry Strategy, and our Conservation Master Plans.

These organisations have a demonstrated commitment to environmental stewardship in London. Their plan to plant thousands of new trees across London, combined with community engagement and volunteer opportunities, will not only increase urban canopy cover but also empower residents to play an active role in their community's ecological health.

**Motion:** that Council supports a grant application for the Growing Canada's Community Canopies to be submitted to assist London in achieving our tree canopy target.

Sincerely,

Skylar Franke  
Ward 11 Councillor

Corrine Rahman  
Ward 7 Councillor