

Agenda

Strategic Priorities and Policy Committee

4th Meeting of the Strategic Priorities and Policy Committee

March 26, 2018, 4:00 PM

Council Chambers

Members

Mayor M. Brown, Councillors M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, T. Park, J. Zaifman

The Committee will recess at approximately 6:30 PM for dinner, as required.

	Pages
1. Disclosures of Pecuniary Interest	
2. Consent	
2.1 Arrangements for The City of London to Become a Sanctuary City/Access to Service Without Fear City	4
2.2 London Community Grants Program: 2017 Annual Report and 2018 Innovation and Capital Stream Outcomes and Sustainability Plans	54
2.3 RFP 18-04: City of London Service Review - Consulting Services	65
3. Scheduled Items	
3.1 Not to be heard before 4:00 PM - London's Community Economic Road Map Update	70
3.2 Not to be heard before 4:00 PM - Dr. Michael Strong and Dr. David Hill, London Medical Network - Annual Update	
3.3 Not to be heard before 4:00 PM - Kapil Lakhotia, President and CEO, London Economic Development Corporation - Annual Update	
3.4 Not to be heard before 4:00 PM - Steve Pellarin, Executive Director, London Small Business Centre - Annual Update	
3.5 Not to be heard before 4:00 PM - Marilyn Sinclair, President, TechAlliance - Annual Update	
4. Items for Direction	
4.1 London and Middlesex Housing Corporation	
a. Resignation of Cavita Meetun from the London and Middlesex Housing Corporation Board of Directors	115
b. Preferred Competencies for the Position to the London and Middlesex Housing Corporation Board of Directors	116

c.	Consideration of Appointment to the London and Middlesex Housing Corporation Board of Directors (Requires 1 Voting Member)	117
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David Emerson
Anna-Marie Evans
Steve Hillier
Menno Meijer
Rowa Mohamed
Rodger J. Moran
John Peaire
Deborah J. Peckham
Elizabeth Pelozza
Zalahadin Zachariah

4.2	London and Middlesex Housing Corporation - Request for a Shareholder's Meeting	128
4.3	Housing Development Corporation, London - Request for a Shareholder's Meeting	130
4.4	London Convention Centre Corporation Board Appointment Recommendation	132
4.5	7th Report of the Governance Working Group	138

5. Deferred Matters/Additional Business

6. Confidential (Enclosed for Members only.)

6.1 Land Acquisition/Disposition/Solicitor-Client Privileged Advice

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

6.2 Personal Matters/Identifiable Individual/Solicitor-Client Privileged Advice

A matter pertaining to personal matters, including information regarding an identifiable individual, with respect to employment-related matters; advice or recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation; and advice subject to solicitor-client privilege, including communications necessary for that purpose.

7. Adjournment

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 26, 2018
FROM:	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT:	ARRANGEMENTS FOR THE CITY OF LONDON TO BECOME A SANCTUARY CITY/ACCESS TO SERVICE WITHOUT FEAR CITY

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home the report by the Centre for Organizational Effectiveness, *Sanctuary City/Access without Fear Summary Report* (attached as Appendix A) on the arrangements necessary for the City of London to become a Sanctuary City/Access without Fear City **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Consultations regarding arrangements for the City of London to become a Sanctuary City of London (SPPC: May 29, 2017)

BACKGROUND

On February 1, 2017, City Council resolved that the following actions be taken in response to the President of the United States of America's Executive Order to ban individuals and families from Syria, Iran, Sudan, Iraq, Yemen, Libya and Somalia from entering the United States of America:

- a) *the Civic Administration BE DIRECTED to consult with the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) and the community stakeholders who are working on the Diversity and Inclusion Strategy, and report back at a future meeting of the Strategic Priorities and Policy Committee with the appropriate arrangements for the City of London to become a Sanctuary City where residents can expect access to service without fear; and*
- b) *the Mayor BE REQUESTED and the Civic Administration BE DIRECTED to communicate to the Federal Government, including the Ministry of Immigration and Citizenship, that the City of London continues to be committed to receiving refugees from Syria, Iran, Sudan, Iraq, Yemen, Libya, and Somalia who have been banned from entry to the United States of America as per the President's recent Executive Order;*

On May 29, 2017, a staff report on the consultations regarding appropriate arrangements for the City of London to become a Sanctuary City where residents can expect access to service without fear, was received by the Strategic Priorities and Policy Committee for information.

Background/Context:

A non-status individual is someone who typically entered Canada through authorized legal channels but whose status has lapsed, a condition that may be temporary until such time as their visa is renewed. This person could be a temporary foreign worker, visitor, or an international student whose visa has expired. The number of migrants who arrive irregularly (i.e. without proper documentation) is believed to be low.

A recent report to the City Council of Windsor (August 16, 2017: Response to CQ14-2017: Information Report on the Sanctuary City Movement in Canada), notes a designation of Sanctuary City does not impact the federal responsibility to accept, process, detain or deport refugees, nor does it impact the laws governing a municipal police force which adheres to provincial legislation. Finally, a designation of Sanctuary City or an Access to Services without Fear city does not impact the legislation under the Ministry of Health and Long-Term Care or the Ministry of Education.

The City of London is committed to being an inclusive community for all and to responding to the diverse needs of the people arriving and living in London. This includes inviting all residents to participate in and engage in the life of the city. This commitment is embedded within the City of London's Strategic Plan 2015-2019 within the focus "Strengthening our Community", specifically creating a "diverse, inclusive, and welcoming community". This is demonstrated in City-led initiatives such as the London & Middlesex Local Immigration Partnership, the Community Diversity and Inclusion Strategy, London For All, and the London Immigration Strategy which is under development.

The City of London and its agencies, boards, and commissions offer a variety of services to all residents, regardless of immigration status. These include for example, the use of parks, recreation services, emergency services, public libraries, sanitation, by-law enforcement, many services offered by the Middlesex London Health Unit, family centres, and emergency shelters.

Eligibility for the child care subsidy, social assistance, and affordable housing, all services which the City of London administers on behalf of the Province, require proof of documented immigration status.

Civic Administration does not believe the number of non-status individuals to be high. If London were to become a Sanctuary City, a small number of non-status individuals might flow from other cities within Canada, however this number is not expected to be significant.

Report by Centre for Organizational Effectiveness

In September, 2017, the Centre for Organizational Effectiveness was hired to do the following:

- prepare a summary report which included a comprehensive literature review and analysis of the issue;
- review and summarize feedback of the community consultations convened by Civic Administration;
- review and summarize written feedback provided by residents of London;
- conduct a facilitated session with representatives of certain sectors (settlement, law enforcement, public health and education); and
- provide recommendations for the arrangements that would be necessary to put in place should the City of London decide to become a Sanctuary City or a City that provides Access to Service without Fear.

There are various interpretations of the concept of Sanctuary City. As defined within the attached report by the Centre for Organizational Effectiveness, a sanctuary city can be a city where community-based organizations welcome and support immigrants; where a municipality limits its cooperation with the federal level to enforce immigration law, as sometimes occurs in the United States; or a city or organization that not only protects non-status individuals but also acknowledges their contribution to the community.

The report by the Centre for Organizational Effectiveness describes the consultations, the community feedback, and a summary of benefits and concerns. It also offers recommendations and potential implementation strategies for the City of London should it decide to become a Sanctuary City or a City where residents can access municipal services without fear that proof of their immigration status will be requested.

Summary of Recommendations of the Centre for Organizational Effectiveness

The report by the Centre for Organizational Effectiveness provides the following recommendations should the City of London decide to become a Sanctuary City or a City where residents can access municipal services without fear. These are more fully described within the report.

Terminology: Use terminology of "non-status individuals" and "Access without Fear"

Framing the Issue: Focus on collaboration with and amongst agencies who naturally engage with non-status individuals and gradually develop a policy that recognizes the existence of non-status individuals

Social Demographic Data: Conduct research to understand the population of non-status individuals in the community

Public Education: Create a public awareness and education campaign

Advocacy: Advocate with other levels of government to recognize non-status individuals and develop policies and funding

Frontline staff training and policy review: Develop front-line training to staff to apply the motto of “don’t ask, don’t tell” if identification is not mandated by legislation or by funding requirements.

Anchor within the Community Diversity and Inclusion Strategy: Anchor the implementation strategy within the Community Diversity and Inclusion Strategy

Inventory: Continue to build an inventory of what the City and community organizations of programs which are offered to non-status individuals

FINANCIAL IMPACT

Should Council wish to proceed with the implementation of the arrangements for London to become a Sanctuary City where residents can expect to access services without fear of disclosing their immigration status, the financial impact will be dependent on the model of service provision to non-status individuals. Civic Administration would be required to report back on the estimated costs once the specifics of this model are determined.

CONCLUSION

The City of London provides many services to its residents without the requirement to provide proof of immigration status. However, the City administers provincially legislated programs such as Ontario Works, Affordable Housing, and the Child Care subsidy where immigration status can be a determinant of eligibility.

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

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- Gail Devito, Financial Business Administrator
 - Kevin Dickins, Manager, Employment & Income Support Services
 - Saleha Khan, Specialist, Organizational Development, Workplace Diversity and Inclusion
 - Lynn Marshall, Solicitor, Legal & Corporate Services
 - Patti McKague, Director, Strategic Communications & Community Engagement
 - Scott Oldham, Manager, Business Solutions & Customer Service, Parks and Recreation
 - Dev Sainani, Co-chair, London & Middlesex Local Immigration Partnership
 - Paul D’Hollander, Manager, Neighbourhood Operations
 - Rosanna Wilcox, Director, Community & Economic Innovation

APPENDIX A

City of London
Sanctuary City/Access without Fear

Summary Report

December 2017



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Contents

A Case Study.....	3
Part I: Context	4
The Approach to Developing Recommendations for the City of London	5
Part II: Primer on Sanctuary Cities	6
The meaning of “Sanctuary” as a concept.....	6
There are three main interpretations of this concept.....	6
The three most common misinterpretations of this concept.....	6
Who are we talking about?.....	7
How many	7
How people fall in the category of irregular or non-status	8
The main areas of interest	9
Health.....	9
Law Enforcement	9
Employment.....	10
Housing	10
Education	10
Part III: Community Feedback.....	12
Public Consultation	12
Letter writing.....	14
Letters supporting London becoming a Sanctuary City	14
Letters against London becoming a Sanctuary City	14
Community Focus Group – Volunteer Members of Various Organizations	15
Part IV: Sector Feedback	17
What does Sanctuary City mean to you?	17
Benefits	18
Concerns	19
Recommendations	20
Follow-up Survey.....	21
Follow-up Interviews.....	21
Part V: Summary of Benefits & Concerns:	23
Summary of Benefits.....	23
Summary of Concerns.....	23

Part VI: Recommendations..... 25

 Research, Education & Advocacy Matter..... 25

 Aim for Don't Ask Don't Tell..... 26

 Anchor in the City's Community Diversity and Inclusion Strategy..... 26

Appendix A: Research 27

 The meaning of "Sanctuary" as a concept 27

 A municipal resolution on a federal matter. Some clarification 28

 Process at Initial Stages | Lack of Follow-Through 29

 Who are we talking about? 30

 Some clarifications on the labels: irregular? Non-status? Undocumented? 33

 The main areas of interest 36

 Possible implementation strategies..... 39

Appendix B - Bibliography 43

A Case Study

Stuck in the middle – Lucia's case

Lucia entered Canada as an international student at the high school level four years ago. During that time, she needed mental health support but discovered her plan did not cover those services. She couldn't pay for it because her visa didn't allow her to work, so, since the services were out of her reach, she gave up.

Due to her mental health challenge, she forgot to renew her student permit when it was due, as well as her visa. Both documents were considered separately at the time.¹ As a result, Lucia was then considered a visitor, so she could stay in Canada up to six months but could not study or work. She couldn't permanently go back to her native country in Latin America, since she couldn't find jobs there to support her relatives in Canada or back home. So, she continues to go back to the Canada-U.S. border every six months to renew her permit. She could also apply for an extension from within Canada, but that process has a fee that she can't afford. As a visitor, she has no public health coverage and cannot work legally.

¹To renew a temporary work permit, you need different documents depending on whether you apply online or by mail. These documents are issued from different sources, and potential discrepancies can arise. For example, if you forget to report a code from the document issued by the employer, to the form requested by the online application, you'll be rejected – and there's no allowance for corrections during the process. In these cases, the applicant needs to restart the application from the beginning, repay the entire amount, and then wait again for a reply, which currently takes three to four months. In the meantime, if the current work permit expires, the applicant goes into *Implied Status*, a period in which the applicant loses the public health coverage, cannot leave the country (or if necessary, must ask for permission), and cannot change employers. Therefore, they can't risk getting fired, and so become even more vulnerable.

Part I: Context

On January 27th, 2017, the President of the United States signed an executive order issuing a travel ban from seven predominantly Muslim countries to the United States. This was an unprecedented order, and thousands of travelers were stuck at airports not knowing how to enter or leave the United States. In response to this political climate, London City Council put forward a motion directing Civic Administration (City staff) to consult with community stakeholders and the City's Diversity Inclusion and Anti-Oppression Advisory Committee, and those working on the Diversity and Inclusion Strategy regarding the possibility of London becoming a Sanctuary City. Staff was then to report back on the appropriate arrangements for the City of London to become a Sanctuary City.

Over the winter and spring months, City staff consulted with researchers, the community at large, and interested community activists to gauge the community's interest in becoming a Sanctuary City, and to learn best practices from other cities. The Civic Administration's first report to council concluded that further study into the research, as well as consulting with community partners, was needed to develop comprehensive and sound recommendations.

The Centre for Organizational Effectiveness was hired by Civic Administration to prepare a comprehensive literature review, summarize the community consultations and feedback as well as conduct a focus consultation with pertinent community partners to determine the community's readiness in becoming a Sanctuary City. This report summarizes the research, the consultations with the community and sector partners, and provides recommendations on how the City of London can move forward.

In this report, it is important to define two terms:

1. Sanctuary City – the report will use Sanctuary City as a term that can be interchanged with Access without Fear (a term used in Vancouver in lieu of Sanctuary City) or Welcoming City (a suggested name made by a community partner in the sector consultation).
2. Non-status individual – currently, the best practice is to refer individuals without Canadian documentation as non-status individuals. This term replaces the term “undocumented” as, in fact, these individuals likely have foreign documentation. It also replaces the derogatory term “illegals”. The terms undocumented and illegals are only used if the report is referring to a specific comment made by a member of the community or a community partner.

The report provides a “Sanctuary Cities” primer, summarizes the sector and public feedback and provides overall findings (benefits and concerns) as well as recommendations. The supporting appendix provides further research on Sanctuary Cities.

The Approach to Developing Recommendations for the City of London²

Literature review ~ Research focused on who non-status individuals are, and their scope, as well as best practices from other Canadian cities, and the five sectors that most affect non-status individuals (health, employment, housing, education, and law enforcement). The purpose of the research was to better understand the scope of Sanctuary Cities, and to examine how to best support non-status individuals within the confines of existing legislation.

Summary of community feedback ~ All individual feedback shared with City staff was collated and themed to gauge the pulse of the community.

Community partner consultation ~ A three-hour consultation with agencies that represent sectors that would be more likely to engage with non-status individuals was held. The purpose of the consultation was to gauge the appetite to support non-status individuals, understand what is already being done within the community, and to determine if there is any opportunity to better support non-status individuals in the community.

In-depth interviews ~ Thirty-minute to one-hour telephone interviews were conducted with individuals in the community health, shelter, and education sectors. The purpose of these interviews was to learn more about current practices, and to assess if there has been an influx of non-status individuals in London.

²In this report, “the City of London” and “City” with a capital C refers to the City of London Corporation. Otherwise, “city” with lowercase c refers to the city as in the community.

Part II: Primer on Sanctuary Cities

The meaning of “Sanctuary” as a concept.

There are three main interpretations of this concept.

The concept of Sanctuary – the idea that a place, or an entire city, is safe and welcoming to everyone – is rooted in the history of humankind. In this review, we use the term ‘sanctuary’ in its modern connotation, which also involves the idea of a series of orchestrated actions, policies, or regulations aimed to protect those immigrants that, for a series of reasons are in a (often temporary) situation of irregular presence in the hosting country. Currently, there are three main ways in which a city of sanctuary can be described.

1. Cities where community-based organizations and especially churches play the main role in welcoming and supporting immigrants even without public support and sometimes against public opinion and national regulations.
2. Cities that focus on the role of municipalities and local authorities in limiting their cooperation with the federal level and the federal police effort to enforce immigration law. This is common in the United States and the most common application of this rule would be “don’t ask, don’t tell.”
3. Cities and organizations want to not only protect non-status people but also acknowledge their presence and contribution within the local community and guarantee their full access to the local services and their participation. Within this third way, the municipality is more active in promoting awareness among the general population, in removing barriers in accessing the services, and in advocating to other levels of government (provincial and federal) about the situations and needs of this specific population.

All three ways are followed in Canada, with the third way being most common (cf. Graham et al. 2017; Gabriel 2011; Lowry & Nyers 2003; Lippert 2005). According to Bauder (2016), the literature on the sanctuary city in Canada demonstrates practices of solidarity that aims to help form a collective urban community that does not distinguish between citizens and migrants, or between residents with and without status. Activist-scholar Harsha Walia (2014) observes that zones of sanctuary are actively constituted not by politicians but by service providers, educators, healthcare professionals, and neighbours on the basis of solidarity and mutual aid. These grassroots practices aim to create unity among activists, urban politicians, as well as non-status migrants and refugees.

The three most common misinterpretations of this concept.

It is important to briefly discuss which interpretations of the meaning of ‘sanctuary’ are inaccurate and untenable. The most popular misinterpretation and misunderstanding of this term tries to sustain that a sanctuary city would result in the following:

1. granting access to everybody, without any kind of control and selection, resulting in an increased number of non-status people in the community

2. increasing criminality
3. draining public services and resources.

Each of these points is incorrect both in its premises and in its consequences.

1. The number of individuals entering in Canada with no documentation is quite low, especially in Ontario. The Canadian government offers the most accurate statistics on irregular crossing through the data provided by the Royal Canadian Mounted Police (RCMP). In 2017, 13,211 people were intercepted in irregularly crossing at the Canadian borders. In Ontario, the number of irregular crossing intercepted was 0 (CIC)³. Therefore, the possible presence of people without a legal permit to stay in Canada would be a result almost exclusively related to changes in the status of those who are already legally present in Canada.
2. Within the US experience (there is only limited Canadian data), it is demonstrated that the relationship between the presence of sanctuary policies and the increase of criminality is inverted. This means that where cities adopted sanctuary policies, bridges to immigrant communities were built and they improved the police's ability to fight crime and protect the entire community. Non-status people accused of a crime are still referred to federal officials. Sanctuary Cities simply remove the policy (or informal practice) of referring individuals to federal officials just because they have an irregular presence on the national soil (cf. Ellermann 2014; Tramonte 2011).
3. Finally, since almost all non-status people originally came into Canada with a traditional permit, this means that they were already served by the system and therefore for the system to continue to serve them does not automatically equate to an increase or drain of public resources. Instead, the interruption of services would have great negative consequences to these people and to the community at large. The interruption of health, housing, or employment services, for instance, would result in huge difficulties for these people in continuing to correctly function and contribute to the community.

Who are we talking about?

How many

There is currently no official government estimate and no efforts to collect systematic data on non-status migrants in Canada. As noted by Bou-Zeid, since 1983, the figure of 200,000 non-status migrants in Canada has been adopted by politicians and the media as the most accurate estimate, although many of these sources acknowledge this number could be higher (Bou-Zeid, 2007). According to End Immigration Detention Network (2014), for instance, there were approximately 500,000 non-status migrants in Canada, while an unknown number of migrants on temporary visas were also engaged in unauthorized work. Vancouver, Montreal and Toronto host the highest number of non-status migrants.

³<http://www.cic.gc.ca/english/refugees/asylum-claims-made-in-canada.asp>

How people fall in the category of irregular or non-status

The majority of non-status population initially entered Canada through authorized legal channels, including as *refugee claimants*, *sponsored immigrants*, or as *individuals with valid temporary resident visas*. In some cases, migrants are also smuggled into Canada although it is believed that, unlike the United States, the number of migrants who arrive irregularly i.e. without proper documentation, remains low (Khandor, 2004). Canada does not have any exit controls, which makes it impossible to know how many people who enter Canada with a temporary resident visa remain in the country when their permits expire. For this reason, several researchers consider Temporary Foreign Workers as an at-risk population (cf. Goldring & Landolt 2012). The following are definitions of different types of legal residents from the department for Immigration, Refugees and Citizenship Canada:

Permanent Residents are those who have been granted permanent resident status in Canada. Permanent residents must live in Canada for at least 730 days (two years) within a five-year period or risk losing their status. Permanent residents have all the rights guaranteed under the Canadian Charter of Rights and Freedoms such as equality rights, legal rights, and mobility rights, freedom of religion, freedom of expression and freedom of association. They do not, however, have the right to vote in elections.

Economic immigrants are people selected for their skills and ability to contribute to Canada's economy, including skilled workers, business immigrants, provincial and territorial nominees, and caregivers. The skilled worker component includes immigrants who are able to demonstrate their ability to enter the labour market and successfully establish in Canada by meeting selection criteria that assess factors such as English or French language abilities, and work experience.

Temporary Residents are people without citizenship or permanent residency status that want to stay in Canada. They need to own one of the authorized visas issued by the Canadian government, such as a study permit or a work permit (with or without a Labour Market Impact Assessment issued by the employer).¹

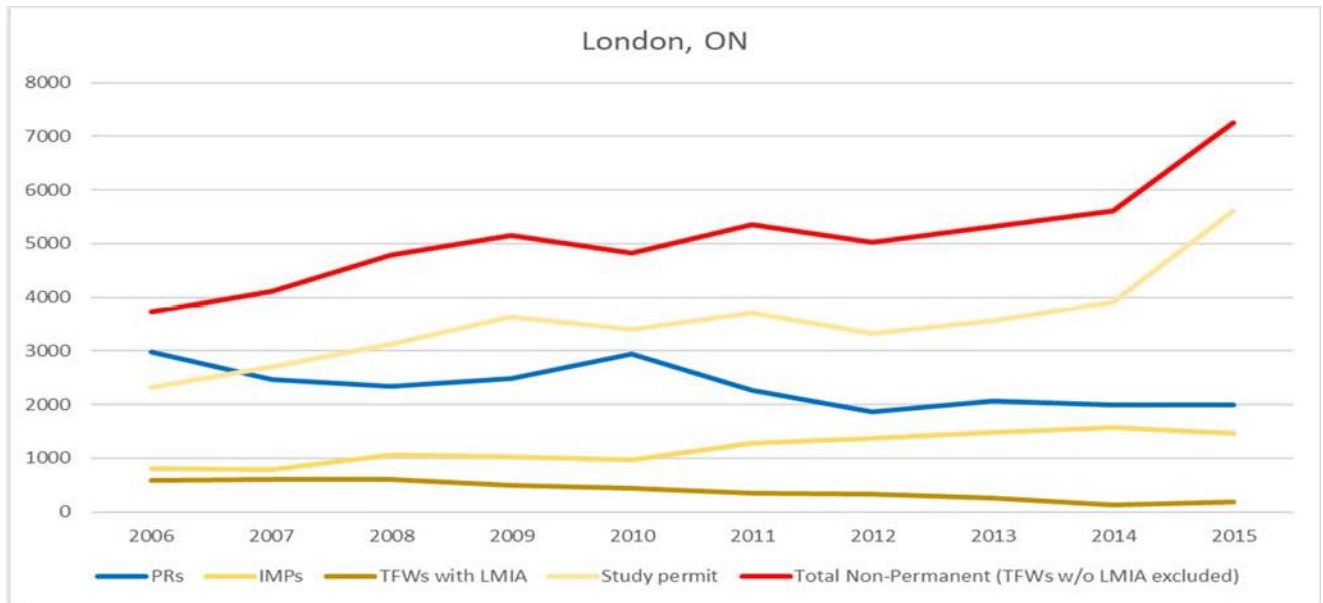


Chart keys:

PRs: Permanent Residents

Total Non-Permanent Residents (the Temporary Foreign Workers that do not need the Labour Market Impact Assessment – for example university researchers – are not included in these statistics).

- IMPs: International Mobility Program
- TFWs with LMIA: Temporary Foreign Workers with Labour Market Impact Assessment
- Study Permit: students, mostly at the university level but also elementary and high school included.

¹ Data sets include for chart: Canada Permanent Residents by Province or Territory <https://open.canada.ca/data/en/dataset/2fbb56bd-eae7-4582-af7d-a197d185fc93#>
 Data on Temporary Foreign Worker and International Mobility Program 2000-2015 <https://open.canada.ca/data/en/dataset/360024f2-17e9-4558-bfc1-3616485d65b9>;
 Data on Residents with Study Permits <https://open.canada.ca/data/en/dataset/31ef4cab-d2b3-4dba-8e91-48fe64211ec5>
 All sites were last accessed January 31st, 2018

With these trends, and considering the above analyses from the literature, the future increase of temporary immigrants that will face a period of absence of status is a fact more than a risk. The most crucial aspect highlighted in the literature is the necessity to think about a regularization strategy for those living on Canadian soil, but this argument seems to be a real taboo at all the governmental levels (cf. Goldring 2009).

The main areas of interest

There are primarily five sectors that are often cited as sectors that impact non-status individuals most. Non-status individuals often fear being detected by frontline workers in public service, which results in non-status individuals avoiding these formal sectors all together. When this happens, not only does this limit the quality of life for these individuals, it can also a ripple effect on the larger community as issues can escalate when not addressed. The five main areas are: Health, Law Enforcement, Employment, Housing, and Education.

Health

The human rights implications of living without status are profound. The degradation of mental and physical health is a primary concern, which is attributable in large part to fear of detection and deportation, social isolation, poor working and living conditions, vulnerability to abuse and exploitation, and a host of institutional barriers (Barnes 2011; Ruiz-Casarez et al. 2010; Larchanche 2012; Triandafyllidou 2016).

A 2013 report by Toronto's Medical Officer of Health also concluded that non-status persons, along with other uninsured persons (e.g., homeless people), face distinctively serious health issues (City of Toronto 2013). Primary areas of concern include reproductive health (Gray 2010; Gardiner 2010), mental health (Hynie 2010), chronic conditions (e.g., diabetes) (Caulford 2012), child and youth care (Li 2012), and communicable diseases (Toronto Public Health and Access Alliance Multicultural Health and Community Services 2011). The health effects of non-treatment become more severe the longer that one is denied care.

At a community level, there are greater risks of the spread of communicable diseases, particularly when individuals are not getting regular vaccinations. Additionally, when health issues are not addressed through an early intervention they can become more costly, harder to treat and have lasting effects.

Law Enforcement

In some communities, a serious concern is the lack of access to police services. Media reports and research show that the Toronto Police Service (TPS), the Vancouver Transit Police, and provincial agencies such as Ministry of Transportation Ontario have all actively inquired into immigration status, engaged in unsolicited sharing of personal information with the Canadian Border Services Agency (CBSA), and arrested and transferred non-status persons to the CBSA (NOII 2015). This has a disproportionately

harmful effect on women and children, especially in the contexts of domestic violence and sexual assault (Hamilton Community Legal Clinic 2013; West Coast LEAF 2012).

The engagement and commitment of the local police services is crucial to support non-status individuals. Literature shows that the full police commitment to support non-status individuals is difficult to obtain. If non-status individuals feel safe to approach law enforcement, they can contribute to the community by reporting crime without feeling that their own safety is at risk.

Employment

Precarious workers, who can easily fall in situations of non-status, are more exposed to dirty, difficult, and dangerous jobs, are considered at risk of exploitation where people have to cope with severe physical injuries and the development of mental health problems.

Less severe situations, but still crucial for a good integration and social support, are related to the difficulties in accessing employment services. Usually, this kind of service is open to everyone, without request of immigration status. However, as soon as one requires more in-depth support from a frontline worker, the staff member often needs personal information to track the agency's work (performance metrics). Consequently, a non-status person never seeks support or cannot be fully served.

With decreased possibilities of accessing formal employment, non-status individuals may rely on informal jobs. In addition to the individual risk that was already mentioned, this is also a loss in income tax revenue for the government.

Housing

Being able to obtain housing support without an immigration permit is extremely challenging. This is an area that can be influenced by the municipality; though they do not have control over private landlords. It is important to recall that almost all non-status individuals are cases of people who entered the country legally but for a variety of reasons lost their status and are in the country trying to regain a formal status to stay in Canada. The research shows that there are many cases of families in Canada that, because of bureaucratic issues, have to face several months of not having an official status, and for that reason they are at the risk of losing employment and their housing. Supporting them so that they avoid such negative consequences of being non-status greatly support them in ensuring they don't become homeless and focus in keeping their family from experiencing poverty.

There are also a host of intersecting human rights issues that span across institutions and different levels of government. For instance, the lack of access to social assistance, housing, and other social and economic supports prevents women without status from leaving abusive partners (Alaggia et al. 2009). The situation is more complicated when children are involved. Although family law officially permits non-status women to apply for custody of children when leaving and reporting an abusive relationship, there are social, economic, and institutional barriers, as well as fear of police force, that lead non-status women to choose "between living in Canada illegally and losing their children" (West Coast LEAF 2012).

Education

In absence of local research for London, we looked access to education for non-status individual is being addressed in Toronto. The Toronto District School Board (TDSB) passed Board Policy P.061: Students Without Legal Immigration Status (2007). This policy was adopted after the CBSA arrested two non-status students on high school property — an event that led to a powerful public response. The policy gave greater effect to, s. 49.1 of the Education Act, which states: *A person who is otherwise entitled to be*

admitted to a school and who is less than eighteen years of age shall not be refused admission because the person or the person's parent or guardian is unlawfully in Canada.

In 2004, the Ontario Ministry of Education passed Policy/Program Memorandum No. 136, Clarification of Section 49.1 of the Education of Persons Lawfully in Canada. The policy states that no children should be refused admission to school solely because of their or their parents' inability to produce any of the following:

- proof of immigration status or application for legal immigration status,
- a work permit or social insurance number,
- health documentation that is different from that required of all other children,
- other documentation not required of other children seeking admission to school

The policy also makes mention of how personal information will be collected and stored.

From a community perspective, children and youth should be best prepared to help contribute to the city and the economy to which they currently live in. The residency status of a child or youth or their parents should not be a barrier to formal education that can equip them to contribute to as they become adults no matter where they live.

Part III: Community Feedback

Members of the community provided feedback in two ways: one was through letter writing (to their councillors, council-at-large, or staff members responsible for the file) or two, through a community consultation that was held in the evening of February 23rd, 2017. The City also held a small community focus group with volunteer members of various organizations on April 5th, 2017. This section includes a summary of that conversation as well.

Public Consultation

Over 170 participants took part, including approximately 14 staff from the City of London. Local immigration lawyers also attended as subject matter experts.

The consultation included an educational portion on defining undocumented individuals, and how to define a Sanctuary City. The City of London staff also shared a list of municipal services that do not require identification in order to receive access. Afterward, participants had the opportunity to share their feedback and give suggestions of other services the City should consider providing without formal identification.

Staff collected 46 written responses:

- 21 were supportive of becoming a Sanctuary City
- 15 were against becoming a Sanctuary City
- 10 were unclear on their position (they mainly had feedback on process or simply answered question about other service without providing an opinion)

Below is a summary of common themes that appeared on the response sheets, the number between the brackets denotes how many times the theme was mentioned in the summary notes:

Police Services (x 11) ~ When asked what other services should be included in a Sanctuary City, the most common response was to include police services. Many responses were simply “police” but others noted that by having undocumented individuals feel safe to seek the assistance of police, the entire community would benefit.

Public Education (x 10) ~ Participants touched upon the need for public education to dispel some myths around non-status individuals, to use correct and more respectful terminology (e.g., no longer using the term “illegal”), and to allow the community to see the social and economic benefits in allowing non-status individuals to integrate within the community. Participants noted that these elements were important in order to deescalate the anxiety around supporting non-status individuals, and to ensure the community buys into the concept.

Capacity and Costs (x 9) ~ This theme emerged predominantly among the critics of the City becoming a Sanctuary City. These participants thought the City did not have the resources to help additional groups. Other participants thought city services should only be for tax payers, and others worried the costs of supporting non-status individuals would be more than the City could afford. It was common for these concerned citizens to mention the importance of caring for “our own.”

Feedback on Consultation (x 9) ~ There were several participants that provided feedback on the community consultation – supporters and critics alike. Critics did not appreciate the way the discussion was framed. Some suggested that it was ‘leading’ for the facilitators to ask if there are other services that should be offered. Supporters disliked how the discussion became very heated, and some participants felt unsafe. Others wanted stronger expertise and said that questions should not be answered by the audience. They also noted that the panel did not make it clear what would change should the city designate itself a Sanctuary City.

Frontline training (x 5) ~ Participants highlighted the importance for city frontline staff to understand what a Sanctuary City is, and to ensure training so that people are not asked unnecessarily for identification.

Rewrite resolution (x 4) ~ Some participants, who supported the concept of becoming a Sanctuary City, suggested a redrafting of the resolution so that it removes any reference to the United States, and for it to define the scope of a Sanctuary City in order to “reduce the fear of ‘illegals’ and to show that this will cost the public sector less, not more.”

Federal Issue (x 4) ~ Participants noted that this was a federal issue, not within the jurisdiction of City Council, and others thought it was imperative to follow federal laws. Some dislike the idea of the City picking which laws to follow noting “we need guidelines to determine which laws City Council obeys.”

More opportunities for feedback (x 4) ~ Some participants were worried that the public consultation was the only opportunity for people to give their opinion on the matter. One participant suggested a public participation meeting, and another suggested that all big decisions should be put up for referendum.

Other ~

- Consider using a term other than Sanctuary City because it’s divisive (x 2)
 - “Do not use the term ‘Sanctuary City’, as it incites fear in residents, and gets negative media attention.”
- Individuals’ student ID or foreign ID should be acceptable (x 2)
- Free individuals from legal persecution (x2)
- Importance of showing compassion to everyone (x2)
- Provide legal assistance or assistance with immigration paperwork (x2)
- Public health and healthcare (x2)
- Housing (x2)
- Counselling
- Consult and work with community partners
- Advocate to federal and provincial governments for buy-in
- Provide basic needs
- Consider private fundraising to cover extra expenses
- “We should work together to deport and detain illegal aliens.”
- Slow down immigration
- “I do not support undocumented individuals.”

Correspondence Received from Stakeholders/Residents

Twenty-eight individual letters were received related to London becoming a Sanctuary City. These letters were forwarded from Councillors with the permission of the author to be forwarded to staff, or they were sent directly to staff. Of these letters, there was a clear divide between people who were supportive and those against the designation of becoming a Sanctuary City, with thirteen for and thirteen against. Two letters were unclear, as they were asking questions and not putting a position forward. This section summarizes the general themes of the letters.

Letters supporting London becoming a Sanctuary City

Among the thirteen letters of support for London becoming a Sanctuary City, six of them used very similar wording. There was an outreach by community activists in favour of designating London as a Sanctuary City, to ask the City to become one, and to consider the following action items:

1. Offer all residents full access without fear, and regardless of documentation of status, to all municipal services and city-funded agencies, including the London Police Services.
2. Train staff and volunteers to offer all services without asking about immigration status, and to never relay information about status to the Canadian Border Services Agency (CBSA) or other police services.
3. Advocate for improved access to provincial and federal programs for all residents, and lobby for other municipalities to take a pro-Sanctuary position as well.
4. Develop an internal audit procedure to ensure compliance with the above, reporting back publicly within six months of adoption, and thereafter on an annual basis.

The remaining letters focused on the City needing to show compassion and empathy toward people fleeing their homes, that becoming a Sanctuary City aligns with the London Plan, and that this is an opportunity for the City of London to be a leader in a time of need. There were other citizens who did support the idea of becoming a Sanctuary City but had questions around police support, disapproved of the consultation process, or wanted to separate the designation of Sanctuary City from what is happening in the United States.

Letters against London becoming a Sanctuary City

There were thirteen letters from London residents that disagreed with the City becoming a Sanctuary City. Within these letters, the following themes emerged:

Capacity ~ Many Londoners were concerned, and in some cases felt certain, that the City of London did not have enough resources to help others who were undocumented. Londoners who oppose becoming a Sanctuary City would cite different examples of needing to prioritize “helping our own.” Examples used of “our own” were people experiencing homelessness, and concerns around healthcare and veterans. One Londoner cited Toronto’s shelter system being overburdened by undocumented individuals.

Obeying the Law ~ Londoners also expressed concern, or were opposed to the idea, that the City of London would be going against federal law, and that, as one Londoner wrote, becoming a Sanctuary City would “pit the City against the Federal Government.” Other Londoners believed the City shouldn’t

condone illegal activity, while others asked which laws the City will choose to follow. One Londoner also expressed the need to respect borders and due process.

Londoners also mentioned other concerns such as the motion by Council as being only a “knee jerk” reaction to the political situation in the United States. Certain Londoners expressed displeasure with the suggestion that they were not compassionate if they were against London becoming a Sanctuary City when, from their perspective, they are trying to focus their compassion on others before undocumented individuals.

Other Londoners (for and against) also put forward some concerns with the public consultation that was held in February, pointing to the lack of knowledge on the topic from those leading the consultation and tense discussions.

Community Focus Group – Volunteer Members of Various Organizations

The community focus group of April 5, 2017 consisted of seven community members from various organizations including: The Council of Canadians, the Woodfield refugee sponsorship group, the Canadian Union of Postal Workers, the London Coordinating Committee to End Woman Abuse, the London Muslim Mosque, and the Urban League of London. After a presentation from City staff, a large-group discussion took place between the community participants and city staff. In general, the community members were supportive of the City becoming a Sanctuary City. Below are the topics that were touched upon during the meeting.

Public awareness ~ Participants underscored the importance of the City investing in a public awareness strategy with the purpose of educating the public on non-status individuals, and what a Sanctuary City would entail. Further, one participant noted that it would also be important to highlight the benefits (e.g., economic) to the community and to the City, to better integrate non-status individuals into the community.

The public awareness strategy should also include communication pieces in multiple languages, to convey what services are accessible to everyone without needing to show identification. Further, if their status is shared, for one reason or another, there would be no active reporting to immigration agencies. Leveraging the Community Diversity and Inclusion (CDIS) champions to help spread the message was also suggested. Participants also noted that the City should lead by example with the support from various stakeholders.

Safe space ~ One participant suggested a safe space where non-status individuals can seek help with the immigration process, so that they can become individuals with a formal status in Canada.

Staff Training ~ Participants advised that any implementation should include City staff training. For staff to know when it is mandated to ask for identification, and to be instructed not to ask for identification otherwise. Training would also be required to diminish any implicit biases frontline staff may have toward individuals they suspect of being non-status. Participants also reinforced the idea of training staff on how to proceed when someone does disclose their undetermined status.

Community Resentment ~ Participants briefly spoke on the possible resentment from other newcomers since they went through the proper channels, and non-status individuals may have “jumped the queue.” However, through education on showing how most individuals become non-status, it was agreed that some of this resentment may dissipate.

Participants also wanted the City to recognize the level of xenophobia and racism that currently exists in London, and how public messaging around the concept of a Sanctuary City needs to counteract these negative sentiments that are fermenting in the community.

Two participants shared a letter that was signed by other community members in response to the public consultation in February. Community members want future consultations to be held by experienced facilitators, to ensure all participants feel safe and are not threatened by other participants. There was also a request for greater transparency regarding who the City is consulting with, and what information they are gathering for the decision-making process.

Employment ~ One participant raised the challenge of non-status individuals working in Canada. However, other participants argued that working can take on different meanings in different cultures (e.g., home childcare for communities in exchange of goods and services). Further, working “under the table” is something many Canadians choose to do as well.

Law Enforcement ~ Participants highlighted the need for the police to be involved, and for there to be a better understanding by the community on when the police report to the Canadian Border Service Agency (CBSA). One participant also highlighted the possibility of looking at a report that concluded Toronto was over-reporting to CBSA, and seeing how London fares in comparison. It is likely that London does not report as often, and this may help with public trust.

Public Health ~ Participants expressed the need for other sectors to also collaborate with the city. One sector that was mentioned was the healthcare (public health) sector.

Part IV: Sector Feedback

A community partner (sector) consultation was held on October 24, 2017. The focus of the consultation was to speak to decision-makers and frontline workers from different agencies that would likely engage with non-status individuals, or with sectors that non-status individuals could benefit from accessing. Prior to the session, participants were sent a four-page primer with the purpose of having a shared understanding of who non-status individuals are, and which sectors these individuals would likely need to access.

Over 28 representatives from 23 agencies participated in the consultation. There was representation from the following sectors:

- Municipal services (City staff, Housing, and Libraries)
- Education (one school board, and both local post-secondary institutions)
- Law enforcement (Police)
- Emergency Medical Services
- Shelters
- Women's sector
- Mental health
- Public health
- Settlement & newcomer programs
- Employment
- Faith-based communities

There were multiple objectives to the consultation:

1. Create a shared understanding of Sanctuary Cities (Access without Fear) and non-status individuals
2. Learn what different sectors could do to support non-status individuals in our community
3. Develop an asset map of what is currently occurring in our community
4. Provide feedback on gaps, recommendations, and overall readiness, should the City move forward with becoming a Sanctuary City

The following is a summary of the large-group discussion on various points related to Sanctuary Cities and non-status individuals.

What does Sanctuary City mean to you?

Motivation of Designation ~ Participants were concerned that the sudden interest in becoming a Sanctuary City was politically motivated, and that it was only an impulsive reaction to what is happening in the United States. Participants wanted to ensure that this exercise was, in fact, necessary for London. As one participant noted, "this decision should be made by walking the streets, not because of political motivations." If the results show that there is a real need to become a Sanctuary City, participants thought it was important for the designation to have "teeth" and not just be a ceremonial or superficial designation.

Capacity and System Delivery ~ Participants were concerned that their resources are already overstretched and worried this implementation would increase pressure on an overstressed system. One participant also noted that it would be important to re-imagine the system of delivery for undocumented people. As one participant noted, right now, there are families coming into the city, walking into homelessness, and shelters are not the answer. The philosophy of ‘housing first’ should likely be adopted to stabilize families.

For other participants, it was important to gather more information on how many people the City intends to support this way. Only by understanding the numbers, can service agencies know their capacity, and which supports they can provide. Another participant noted that this approach of not asking for documentation could be extended to all those individuals that are marginalized such as people experiencing homelessness. An approach could be a broader community strategy that would extend to people without status.

Terminology ~ Several participants agreed that the term “Sanctuary City” is a divisive term. It was noted that some community members feel threatened or feared the unknown, and wondered who this will attract. One participant noted that Sanctuary City is more of an American term that perhaps Canadian cities should not adopt. Another participant suggested the City adopt a less divisive/threatening term such as “welcoming,” which would fall in line with another City of London campaign focused on creating a welcoming community for all

Law Enforcement ~ Participants discussed the role of law enforcement as they saw the value in non-status individuals not fearing police and feeling safe approaching officers. It was noted that, generally, law enforcement does not actively inquire about immigration status. If an individual comes to police, they generally do not ask. They do, however, have a responsibility to execute warrants issued by the Canadian Border Service Agency.

Education ~ One participant shared a story of documented immigrants they were supporting that were completely overwhelmed by the process of getting their children into the school system. It took over seven pages of paperwork with no assistance from the school. The families were not addressed in person until the paper work was complete. The participant noted that the process was very impersonal, and that they would assume that, for a non-status family, it would likely feel impossible to access the education to which their children have a legal right.

Benefits

Participants were asked to share the benefits of London becoming a Sanctuary City. For participants this included:

- Safer city (increase of crimes being reported)
- Increase community belonging – opportunity live out being a welcoming community
- Greater public engagement on issues related to members of our community
- More members of the community (non-status) actively contributing to the community
- Future citizenship
- Families remaining intact
- Prevention of unnecessary deportation
- Decrease of costs on interventions when in crisis as feeling safe could mean proactively engaging in community and seeking help ahead of a crisis

- Supporting an invisible population that currently is hidden in London. This was seen as an extension of what many sectors are already doing
- Opportunity for collective advocacy to provincial and federal governments

Concerns

At their tables, participants discussed their top concerns, which were then shared as a large group. Afterward, participants voted electronically on what they felt were the most pressing concerns related to the City becoming a Sanctuary City. The top concerns were the public perception of becoming a Sanctuary City and what it means, staff capacity, and if the sudden interest in becoming a Sanctuary City was being done for the right reasons. Full results are in the table below.

Concerns	Percentage Response
Public perception (what citizens perceive Sanctuary City to mean)	25%
Staff capacity (stretched resources)	17%
Is this being done for political gain, or addressing a legitimate need?	16%
Do we have the right information (for London & area)?	14%
Are we doing this for the right reasons? (back to resolution)	9%
Can this be bigger than those with non-status (i.e., all who are vulnerable)	7%
Consult CBSA	5%
Issues with funding	5%
Do we need to have the citizens vote (referendum)?	2%
If we chose not to be, what are we saying?	0
Law Enforcement - no protection for non-status reporting crime	0

Discussion related to concern followed in large group and covered the following topics

- Risk of increased criminality
- Recognizing the importance of still addressing crime
- What works in one city may not work in another

- In housing, they are mandated to ask for status, and if there is a removal order for anyone in the household, they are deemed ineligible for housing
- How do you ensure income security if they do not have proper documentation? This is a central question to housing. They need a steady income to rent
- Drain in agencies' financial resources
- Capacity – resources are already stretched thin
- What kind of ID could we use? At times, some level of identification is important
 - Discussion of municipal ID, which is used in some American cities
- Privacy is important. Perhaps there are situations where asking for ID is necessary, but reporting a person is not

Recommendations

At their tables, participants discussed what their top recommendations were, which were then shared as a large group. Afterward, participants voted electronically on what they thought were the strongest recommendations related to the City becoming a Sanctuary City.

Recommendation	Percentage Response
Establish inventory of what we are doing already (at a service level)	24%
Advocate to receive support from province to extend services	20%
Use 'welcoming' vs. 'sanctuary' as this moves forward, remove challenge with language	15%
Dedicate resources (for training, advocacy)	14%
Implement Municipal ID (universal)	12%
Conduct targeted training and education (e.g front line staff)	11%
Healthcare - increase capacity for some health services to serve	3%
Education (2004 legislation) - easier access	1.5%

Follow-up Survey

A follow-up survey with those who participated in the sectors consultation followed to more gather more feedback regarding opportunities to support non-status individuals, and what the limitations would be. For those who completed the survey, they confirmed the value in supporting non-status individuals, and did discuss some opportunities to support them within their funding requirements, legislative requirements, etc.

Most, however, also stated that their funding often requires such detailed information and it would therefore be difficult to provide equal services to non-status individuals, as agencies do for other members of the community. For example, employment agencies have eligibility requirements that require social insurance numbers or other form of documentation of an individual's status. While employment counselling at the clinic would be possible, an ethical issue arises: The agency and staff could not encourage individuals to work in the informal market, as it makes the individual more vulnerable to unsafe work environments.

Other services, such as libraries, were more open to training their staff to not ask for formal identification as it would show implicit bias that would disfavour non-status individuals.

Participants from the settlement sector and law enforcement were more hesitant. Settlement agencies are funded by Immigration, Refugees and Citizenship Canada, and are therefore more naturally hesitant to provide formal supports to non-status individuals. Law enforcement noted they provide the same level of protection to all members of the community. However, they could not go as far as not reporting non-status individuals, as it would call into question whether or not "the law is equal for everyone."

Follow-up Interviews

Follow-up interviews were conducted to explore in greater detail what these sectors are experiencing, and how they might be able to help.

Community Health ~ staff A person who works in community health noted that, unless they are homeless, it will be challenging for a non-status individual to receive healthcare. The reason being that healthcare is so expensive that absolutely everything needs to be accounted for. The community health centre at times negotiates with other partners to help find care for individuals, but it is not sustainable. For example, one patient with cancer can cost hundreds of thousands of dollars. It was noted that the many community agencies had to stretch their limited resources to support the recent influx of Syrian newcomers. This was done, for many, without additional resources.

It was noted that there are consequences to overstretching, "every time you stretch to support someone's initiative, you leave someone else out." Many community agencies have not received new funding in years. It was suggested that, before asking what agencies can do, the City of London needs to lead by example by showing how they can provide support to non-status individuals, and also advocate to other levels of government.

Education ~ Three staff members from the Catholic and public-school boards were interviewed. All were aware and understood the provincial legislation that indicates all children have the right to education. Each also shared that, accessibility was another issue.

The person interviewed for the London District Catholic School Board shared that they have not seen an influx of non-status families, and therefore still treat each case on case-by-case basis. When someone does not have status, an admissions person determines whether the board can provide schooling for the children without asking for fees. As one person noted, “simply because children have the right to education, does not mean they can walk straight into a classroom.” Paperwork is still required and assessing which school can take the children all takes time. If the individuals are seeking refugee status, but have not finalized their papers, they are often encouraged to wait until that process has been completed, as the enrollment process is simpler for a refugee claimant.

The Thames Valley District School Board, on the other hand, has been seeing a small but steady influx of non-status families entering their schools, primarily those residing at emergency shelters. The board, the school for that catchment area, and the case workers at the shelter have been working together with these families. These non-status families are typically people who have crossed the border but have not finished the paperwork to become formal refugees, as there is typically a 2 to 4 (sometimes up to 6) week delay.

The Thames Valley District School Board has developed an effective system that worked very well with the influx of Syrian newcomers that came to London in 2015. The system focused on acclimatizing students to their new surroundings, ensuring social cohesion, and positive attachments and warm transfers to different people they may encounter through the school system. It was noted, however, that there are several differences in working with non-status children. The non-status individuals who are now coming are not a monolith (unlike the Syrians who came as one group); they often speak different languages, have different education gaps, different levels of trauma, and differing needs overall. This makes acclimatizing the students into the school system more challenging. The desire at TVDSB to help non-status students is there; the concern is that they may reach a tipping point where the support needed becomes unsustainable.

Shelter ~ In June and July 2017, emergency began receiving people into their shelters who had not made refugee claims. There is no formal funding for non-status individuals, but they are not refused shelter. Caseworkers immediately begin to assist with the immigration process. The challenge is that lawyers, already overburdened with other cases, may be slower at being able to work with non-status individuals. Typically, they wait 4-8 weeks and it becomes a significant gap in their integration. The caseworker stressed that these families are eager to integrate, to begin their lives, and to contribute to the community. The staff person noted the incredible resilience these families exhibited during their time at the shelter. Since June and July 2017 there have been between 15-20 families, which is almost double the non-status families they worked with at the emergency shelters in the previous year. The caseworker noted that there is a desire to support these families, but there is a concern around sustainability and capacity.

Part V: Summary of Benefits & Concerns:

The following summarizes the benefits of being a Sanctuary City and the concerns related to becoming a Sanctuary City stemming from the research, community feedback and sector consultations.

At first glance, it may appear that addressing and/or supporting non-status individuals is a federal matter because immigration laws are a federal issue. However, it is at the municipal level that issues related to day-to-day living in community and building a cohesive and integrated community are addressed. This includes the fact that if non-status individuals are paying rent or own a house in the City, they are paying property taxes and would be considered taxpayers of London who should benefit from city services. This important perspective is the rationale behind why considering the readiness of a community to become a Sanctuary City occur at a municipal level.

Summary of Benefits

Based on the research, community feedback and sector consultation, the following is a summary of the key benefits of London becoming a Sanctuary City.

Cost savings ~ For example, in providing public health to non-status individuals, the community could help to reduce the spread of communicable diseases and can potentially prevent some visits to the Emergency Department, as non-status individuals seek assistance with their medical issue proactively instead of waiting for medical issues to become a crisis.

Integration and revenue generation ~ By providing support for non-status individuals in finalizing immigration papers, there is a greater opportunity for non-status individuals to work in the formal workforce and pay income taxes to the federal government. Integrating them by acknowledging their presence and current and future contributions will benefit all members of our community.

Increase in safety and strengthening our community ~ By reassuring non-status individuals that frontline staff will not be asking for identification where it is not required by law, non-status individuals may feel safer to fully participate in the community. Research shows that reducing isolation and increasing community belonging also improves safety for the individual and the community.

Similarly, should non-status individuals not fear the risk of being asked for identification from law enforcement, they would feel more comfortable in reporting crimes they may witness and seek assistance from the police when needed, if they are victims of criminal activity.

Summary of Concerns

In general, the concerns from community members and the sector consultations around becoming a Sanctuary City are *not* from a lack of compassion, but a concern around lack of capacity of our community and service providers to meet the needs

Capacity ~ There are concerns that community support and services are already stretched for resources and a worry that being asked to meet more individuals it would mean others being turned away from service or increase their wait for service.

Funding requirements and partnerships ~ Some funding specifically requires that staff document and identify individuals.

Influx of non-status individuals ~ There are concerns throughout the community that publicly using the term “Sanctuary City”, non-status individuals will come to London for support and put more pressure on overstretched community resources.

Working against the law ~ Members of the community are concerned that the City of London would be actively working against federal immigration laws and whether this would weaken the City’s relationship with the provincial and federal government. Additionally, concerns were raised around setting precedent for the City ignoring or working around other laws in the future.

Divide in the community ~ Even among supporters of the City becoming a Sanctuary City, there is a concern that without a proper public education campaign, this may divide the City.

Part VI: Recommendations

The following are recommendations for the City of London to consider based on the literature review, learning from other Canadian cities, and reviewing community feedback and sector consultation as it considers becoming a Sanctuary City.

Research, Education & Advocacy Matter

Terminology ~ Should the City of London move forward with becoming a Sanctuary City, it is recommended to use best practice and refer to these individuals as non-status individuals and ensuring there is no conflation with refugee claimants, temporary foreign workers or other types of immigrants. Furthermore, it is recommended that the City use another term such as Access without Fear instead of Sanctuary City. Many members of the community and service providers alike saw the term “Sanctuary City” as divisive and can conjure up misinterpretation of who it includes and the rationale for the strategy and policy.

Framing the issue ~ When framing the conversation, the City should focus on collaboration with agencies who naturally engage with non-status individuals and engagement with the other levels of government.

The City can also actively work toward developing policy that recognizes the existence of non-status individuals in our community shifting the focus and helping the public understand that a sanctuary policy would not be a way to take from someone (Canadians and immigrants with a valid status) and give to non-status people. Instead, it would be a way to add a policy that is able to acknowledge the presence of people temporarily without status, and create a series of administrative practices that would improve the city’s capability and expertise in serving the community as a whole.

Additionally, while all governmental authorities have the right and the duty to check, know and control who resides in their territories, this control can be managed in several ways and sanctuary policies can focus on implementing non-oppressive, more open and compassionate ways to gather this information.

Social Demographic Data ~ Since many non-status individuals live in fear of being ‘found out’, it is a challenge to count how many non-status individuals are living in the City of London. More research is needed to gain a better understanding of how many individuals this strategy would impact. Having more accurate data would provide the City with important information to determine to what degree our community can support non-status individuals.

Public Education ~ An awareness and education campaign would be essential to help the community understand the different ways someone can become non-status, which is often related to systemic mishaps or delays, often at the bureaucratic level. Through the community responses, it is apparent that there is not enough information around non-status individuals and members of the community are afraid of the unknown. A public education campaign can help diminish these fears and help the community better understand not only the benefits of becoming a Sanctuary City but also demonstrate that the City is working on addressing some valid concerns the community may have.

Advocacy ~ For there to be greater integration of non-status individuals with the community-at-large, greater advocacy needs to occur to put pressure on other levels of government to recognize the existence of non-status individuals and develop policies and provide funding to support this group.

Aim for Don't Ask Don't Tell

It is important to first clarify that being an individual without formal status in Canada is not a criminal offense. At times, individuals are detained but, just by virtue of being non-status individuals, cannot go to jail. It is also important to highlight that the work of being a Sanctuary City does not mean harboring criminals; any individual who has committed a criminal offense, regardless of status, must be reported to law enforcement.

With this context, and due to the lack of understanding around this essential point, for a successful implementation, should the City proceed, staff training, and policy reviews would be necessary.

Frontline staff training and policy review ~ Based on consultations with multiple public sectors, there was an openness from community partners to provide some level of support to non-status individuals. Many community partners agreed that these individuals are marginalized and should be encouraged to become engaged where possible in community. In order for non-status individuals to feel safe, there needs to be a level of frontline training for staff that would help eliminate implicit biases and to encourage staff to apply the motto of “don't ask, don't tell,” if identification is not mandated by legislation or by funding requirements. It should be noted that these policies would likely help a larger marginalized population that may not have proper identification for various reasons not just immigration.

The City should “model the way” and then provide implementation strategies for other community partners to adopt this same approach.

Anchor in the City's Community Diversity and Inclusion Strategy

It is recommended that any implementation strategy related to supporting non-status individuals be anchored in the Community Diversity and Inclusion Strategy (CDIS). This would allow for any type of natural synergies with other pieces of the CDIS to occur. It would allow for creativity in policies and protocols that could provide a more welcoming experience for non-status individuals. Lastly, it would be part of a larger reporting process as City staff will be reporting on the CDIS on a periodic basis.

Additionally, continue to build the inventory (shared at the public consultation in February 2017) of what the City and community organizations are already doing to improve the conditions for non-status individuals would assist in understanding the assets and gaps of better integrating and serving non-status individuals into our London community.

Appendix A: Research

The meaning of “Sanctuary” as a concept

The three main interpretations of this concept

The concept of Sanctuary – the idea that a place, or an entire city, is safe and welcoming to everyone – is long rooted in human history. In this review, we use the term ‘sanctuary’ in its modern connotation, which includes the idea of a series of orchestrated actions, policies, or regulations aimed to protect those immigrants that, for a variety of reasons illustrated below, are in a (often temporary) situation in the host country. Currently, there are three main ways in which a sanctuary city can be described.

The first is related to those cities where community-based organizations, and especially churches, play the main role in welcoming and supporting immigrants, even without public support and sometimes against public opinion and national regulations. The religious interpretation of the concept is the most long-standing version of sanctuary, whereas the place is considered safe for anyone seeking help, refuge, or assistance, and where asylum seekers are welcomed and protected from deportation. This method is most popular in the United Kingdom (cf. Bagelman 2013; Squire & Darling 2013; Squire 2011; Darling 2010).

A second way in which cities are interpreting their role as sanctuaries, focuses on the role of municipalities in limiting their cooperation with the federal government’s efforts to enforce immigration law. Immigration is a federal responsibility, but cities do play a role (e.g. developing immigration strategies to attract newcomers and help with their transition). However, the city’s services will not report people even if they find the client to be a non-status person. The most effective application of this principle is to support policies such as “Don’t Ask, Don’t Tell”, so services won’t ask about immigration status, only about residency in the municipality. This second kind of interpretation is most popular in the U.S. (cf. Lyons et al. 2013; Freeland 2010; McBride 2009; Ridgley 2008; Gannon 1986).

Thirdly, cities and organizations want, to both, protect non-status people or people with an uncertain immigration status from deportation, as well as acknowledge their presence and contributions within the community, and guarantee them full access to the local services and their full participation in community life. Within this third way, the municipality is more active in promoting awareness among the general population, in removing barriers in accessing the services, and in advocating towards the other government levels (provincial and federal) about the situations and needs of this specific population. Also, this approach encourages acknowledgment of the issues immigrants face in the host country, switching from viewing them as unwanted guests, to identifying them in order to ease their challenging journey (Squire & Darling 2013).

All three ways are followed in Canada, with the third way being most common (cf. Graham et al. 2017; Gabriel 2011; Lowry & Nyers 2003; Lippert 2005). According to Bauder (2016), the literature on the sanctuary city in Canada demonstrates practices of solidarity that aims to help form a collective urban community that does not distinguish between citizens and migrants, or between residents with and without status. Activist-scholar Harsha Walia (2014) observes that zones of sanctuary are actively constituted not by politicians but by service providers, educators, healthcare professionals, and

neighbours on the basis of solidarity and mutual aid. These grassroots practices aim to create unity among activists, urban politicians, as well as non-status migrants and refugees.

The three most popular misinterpretations of this concept

Besides the different ways this concept has been interpreted, it's also important to briefly discuss which interpretations of 'sanctuary' are inaccurate and untenable. The most popular misunderstandings of sanctuary cities are that they

- a) would grant access to everyone, without any kind of control and selection, resulting in an increased number of illegal people around, and
- b) would result in an increase in crime, and
- c) would be a massive drain on public services and resources.

Each of these points are incorrect, both in their premises and consequences. Our critiques to these points are illustrated throughout this review, but it's important to anticipate some elements in order to allow a discussion on the topic, free of unfounded assumptions.

- a) The number of illegals entering Canada is quite low. The Canadian government offers the most accurate statistics on irregular crossings through the data provided by the Royal Canadian Mounted Police (RCMP). In 2017, 13,211 people were intercepted during irregular crossings at the Canadian borders. In Ontario, the number of irregular crossings intercepted was 0 (CIC)⁴. Therefore, the possible presence of people without a legal permit to stay in Canada would be a result almost exclusively related to changes in the status of those who are already legally in Canada.
- b) Within the U.S. experience (there's still a lack of data on the Canadian situation), it's demonstrated that the relationship between the presence of sanctuary policies and the increase of criminality is inverse, in that where cities adopted sanctuary policies and the related community policing policies, bridges to immigrant communities were built, improving the police's ability to fight crime and protect the entire community. Non-status people accused of a crime are still referred to federal officials; Sanctuary cities simply remove the policy of referring individuals to federal officials based solely on their irregular presence (cf. Ellermann 2014; Tramonte 2011).
- c) Finally, because nearly all non-status people were already in the country with a regular permit, they were already being served by the system, and so continuing to serve them doesn't mean an increase of public resources. Instead, the interruption of services would have great negative consequences on them and on the community at large. The interruption of health, housing, or employment services, for instance, would result in huge difficulties for these people in continuing to function and contribute to the community. Also, as highlighted in recent studies (Hudson et al. 2017), the improvements requested for a full implementation of a sanctuary policy would directly improve the local services in general, with positive outcomes for the community at large.

A municipal resolution on a federal matter. Some clarification

An additional point that is necessary to clarify, is to what extent this is an exclusive matter of the federal government. It's a fact that, currently, the presence of immigrants and newcomers in Canada is regulated

⁴ <http://www.cic.gc.ca/english/refugees/asylum-claims-made-in-canada.asp>

and managed by federal laws such as the Immigration and Refugee Protection Act (IRPA) that define categories, characteristics, pre-requisites, documentations, and by federal agencies such as the CBSA, the Immigration, Refugees and Citizenship Canada (IRCC) office, or the RCMP. It's also true that only the Canadian Government can issue visas and permits as well as interceptions at the borders, and deportations for those who must be removed from the country. And Canada, as well as other countries, can extend its area of action even beyond its geographical borders. For instance, through its embassies and immigration offices around the world where, for example, asylum seekers can apply for accessing Canada as refugees.

However, immigrants' experiences, newcomers' integration paths, and immigrants' contributions to Canadian society, can't be properly defined if they're to be exclusively considered through the federal and bureaucratic lens. Indeed, where immigrants live cannot be anything but a 'local' community, and the local communities are in a strong and direct relationship with the municipal authorities, and much less with the federal government (see Rodriguez 2008 on the US case).

Under this light, the relationship between local government and the other government levels can assume a different and, in our opinion, more appropriate and fruitful perspective where the sanctuary city policy can potentially challenge and question some of the decisions at other government levels. Decisions and regulations, still the elements on which local, provincial, and federal authorities could positively collaborate, are many and are crucial in building welcoming, effective, and thriving communities. As mentioned above, the third way to interpret the concept of sanctuary focuses on the acknowledgement that immigrants, even temporarily without a regular permit, are part of the communities, contribute to them, are engaged in community life and supported in their needs. Finally, without the inclusion of provincial and federal levels, some of the elements of the sanctuary policy would be difficult to implement and fully achieve. And this is one of the reasons why the municipal governments, which have the best angle to look at the local situation, should assume a leadership role in advocating towards provincial and federal governments. As a matter of fact, in the Toronto case, the original Sanctuary City motion was stated in order to ask the province to join the city in a common, orchestrated implementation of the policy.

Unfortunately, at the moment, the federal government is not placing this type of policy as a priority. The federal authorities may not be seeing migration as a pressing social phenomenon or a human rights problem in Canada. There is lack of data research, and evaluation in this area. Additionally, such a complex area presents issues, but also opportunities that require the collaboration among government levels and the creation of an integrated system. These processes cannot be managed by a single sovereign (Rodriguez 2008).

Process at Initial Stages | Lack of Follow-Through

An important note concerns the fact that, of the cities that have declared themselves as Sanctuary (Toronto, Feb. 2013; Hamilton, Feb. 2014; Vancouver – Access Without Fear, Apr. 2016; Montreal, Jan. 2017; several other cities are discussing the policy), there is not yet an example of full implementation of the policy. So far, the discussion on the policy and the best strategies to implement it differ significantly from city by city, with a few attempts to coordinate the efforts across Canada, mostly from activist groups instead of local authorities. For these reasons, it is difficult to identify best practices that could be transferred across contexts.

Since the cities are not working together to collectively learn and share best practices and because of the absence of standardized procedures that could be followed for the implementation of the policy, the comparison among cities cannot be systematic. Examples of what is happening and what may benefit London follow:

Toronto: The policy was launched in February 2013. Budget for implementation is not yet in place. For this reason, some of their priorities are not yet implemented, including: training for city staff, municipal ID card, formal agreement with the police. Police are implementing the “Don’t Ask” but have not yet moved to both “Don’t Ask and Don’t Tell”.

Hamilton launched their policy in February 2014. Budget has not been allocated. Training for city staff and advocacy actions towards provincial and federal levels were announced, but at the moment there is no information on their actual implementation.

Vancouver made an explicit choice to avoid the label ‘sanctuary’ in favour of the wording “Access to City Services Without Fear (ACSWF)”. The policy was launched in April 2016. As the other cities, Vancouver focuses on municipal services. The Board of Parks and Recreation, the Police Service, and the Public Library Services are all governed by individual boards and are not included in the policy. The City asked them to adopt a policy that supports the spirit of the ACSWF policy.

Montreal: There is no formal documentations from the City Council. The policy was launched in January 2017. The grey literature review tells us that the debate seems to be focused on security issues, and on the influx of asylum seekers from the U.S., as well as the collaboration of Police Services with the CBSA in reporting undocumented people without any reference to those who already live in Canada without status and how to serve them.

Ottawa is discussing the possibility of becoming a Sanctuary City but has not yet formally launched the policy. There, the debate seems to be broader than in other cities (esp. Montreal). Ottawa is focusing on immigrants with precarious statuses, which are those without citizenship or permanent residency including refugees, temporary foreign workers, international students, and undocumented migrants. Also, the arguments used for the discussion seem to be more accurate than those used in other cities, with a deeper analysis of the topic and its several different aspects.

Who are we talking about?

How many

There is currently no official government estimate and no efforts to collect systematic data about non-status migrants in Canada. As noted by Bou-Zeid, since 1983 the figure of 200,000 migrants has been adopted by politicians and the media as the most accurate estimate, although many of these sources acknowledge that this number could be higher (Bou-Zeid 2009). According to the End Immigration Detention Network (2014)⁵, for instance, there were approximately 500,000 non-status migrants in Canada, while an unknown number of migrants on temporary visas were also engaged in unauthorized work. As a result, the estimates range significantly (Magalhaes et al., 2010; Beristein et al. 2004).

Vancouver, Montreal, and Toronto host the highest number of non-status migrants. Some 50% of this population are believed to reside in Toronto and occupy precarious employment such as construction

⁵<https://endimmigrationdetention.com>

workers, caregivers, housekeepers, cooks, and cleaners (Magalhaes et al., 2010; Goldring et al., 2009). A report by Soave Strategy Group found in 2006 that in the Greater Toronto Area there were up to 40,000 non-status workers, of which half are employed in the construction industry. In 2003, Ontario's Construction Secretariat purported that there were 76,000 non-status migrants in Ontario's construction industry alone. In addition, at least 36,000 failed refugee claimants had never been deported, and another 64,000 individuals overstayed their work, student, or visitor visas in 2002 (Magalhaes et al, 2010). A more recent research conducted by Hynie on emergency room consultations estimates the number of non-status migrants in Toronto to be 16,000 (Hynie et al., 2016). These figures point not only to the absence of reliable statistics, but also to some of the pathways into irregular migration in Canada.

How people fall into the category of irregular or non-status

The majority of the non-status population initially entered Canada through authorized legal channels, such as *refugee claimants*, *sponsored immigrants*, or as *individuals with valid temporary resident visas*. In some cases, migrants are also smuggled into Canada although it is believed that, unlike the United States, the number of migrants who arrive irregularly (i.e., without proper documentation) remains low (Khandor 2004). Canada does not have any exit controls, which makes it impossible to know how many people who enter Canada with a temporary resident visa remain in the country when their permits expire.

Several authors consider Temporary Foreign Workers (TFW) as an at-risk population (cf. Goldring & Landolt 2013). McNevin (2013) say that TFW started to be badly managed and we need analyze and show the origins of the non-status people. It is recommended to study TFWs in construction, hospitality, manufacturing industries, and domestics (housekeepers, cooks, caregivers, and cleaners). Additionally, several authors show how the most vulnerable and precarious people tend to increase the number of non-status people. Considering the refugee system, Goldring & Landolt (2013) tell us how much easier it is to fall 'out of status', whereas a smaller percentage of potential non-status people can be identified as those who came into Canada as children or spouses, and then never regularized.

As highlighted by Ellis (2015), despite the multiple humanitarian and social aims formally listed in the IRPA, widening disparities among the numbers of the three classes of immigrants reveal how immigration law is employed to meet economic concerns, whereas in 1980 the numbers of newly admitted immigrants in independent, family, and refugee classes were relatively equally distributed. In 2004, the distribution was 56.7%, 26.4%, and 13.9% respectively (Bou-Zeid 2009), and in 2013 there were even greater gaps: 62.3%, 27.2%, and 10.5% (CIC). Canadian state agents are also relying increasingly less on long-term nation-building and more on temporary workers to address Canada's labour shortages. Since 2003, the number of temporary workers in Canada has increased every year at an average increase of 15% between 2003 and 2008, and grew 7% in 2009, 2010, and 2011. In 2008, Statistics Canada reported that a greater number of non-permanent residents entered Canada (399,523) than the number of immigrants who became permanent residents that year (247,243) (Pang 2013).

Most importantly, what starts off as temporary migration often ends up in family reunion, asylum seeking, or irregular migration. Observing this process on a global scale, Castles and Miller (2009) argue that one of the greatest lessons of the last half-century of international migratory movements is that "it is extremely difficult for countries with democratic rights and strong legal systems to prevent migration from turning into settlement" (33-34). In Canada, as many as 95% of irregular migrants are estimated to have entered with temporary status and thereafter overstayed the duration of their permits (Bou-Zeid 2009). Yet, state agents continue to enact policies that treat migration as if it could simply be turned on and off, permitting legal entries followed up by illegal (over)stays.

Looking at the most recent CIC statistics and definitions webpages, the trend towards an increasing number of temporary immigrants continues. Below, there is an analysis, with definitions, of the trends in receiving Permanent Residents and Temporary Immigrants (subdivided in several categories).

Permanent Residents are those who have been granted permanent resident status in Canada. Permanent residents must live in Canada for at least two years within a five-year period or risk losing their status. Permanent residents have all the rights guaranteed under the Canadian Charter of Rights and Freedoms such as equality rights, legal rights, and mobility rights, freedom of religion, freedom of expression, and freedom of association. They do not, however, have the right to vote in elections.

Since 2002, Canada's immigration program has been based on the Immigration and Refugee Protection Act (IRPA) and its regulations. The IRPA replaces the Immigration Act of 1976 and defines three basic categories of permanent residents, which correspond to major program objectives: reuniting families, contributing to economic development, and protecting refugees. Accordingly, statistical information in this section is presented for the main categories of permanent residents, and refers to principal applicants and accompanying spouses and dependents (unless otherwise noted).

Economic immigrants are people selected for their skills and ability to contribute to Canada's economy, including skilled workers, business immigrants, provincial and territorial nominees, and caregivers. The skilled worker component includes immigrants who are able to demonstrate their ability to enter the labour market and successfully become established in Canada by meeting selection criteria that assess factors such as English or French language abilities, and work experience. The business immigrant component includes those who invest their money in an approved venture, those who intend to run their own business, or those who intend to be self-employed. The provincial and territorial nominees are permanent residents designated by a province or territory that have entered into agreements with the Government of Canada to select immigrants who will meet their local economic needs. While these nominees must meet federal health and security admission criteria, they are not subject to the skilled worker selection grid for determining eligibility. Caregivers are individuals who are granted permanent residence after providing, in Canada and for a determinate period of time, home child care or care for people with care needs such as the elderly, people with disabilities, or people with chronic diseases.

Temporary Residents are people without citizenship or permanent residency status that want to stay in Canada. They need to have one of the authorized visas issued by the Canadian government, such as a study permit or a work permit (with or without a Labour Market Impact Assessment issued by the employer).

A work permit, or authorization to work without a permit, is required in order for a foreign national to be allowed to work in Canada (section 30 of the IRPA). There are specific requirements that must be met by the foreign national and the employer under the Temporary Foreign Worker Program (TFWP) or the International Mobility Program (IMP).

The TFWP lets employers hire foreign workers to fill temporary labour and skill shortages.

The IMP lets employers hire temporary workers without a Labour Market Impact Assessment (LMIA). Exemptions from the LMIA process are based on i) broader economic, cultural, or other competitive advantages for Canada; and ii) reciprocal benefits enjoyed by Canadians and permanent residents.

The following chart focuses on London, Ontario, and shows the 2006-2015 entry trends by permit. It is the result of our elaborations on the data available at the CIC Statistics webpage open.canada.ca/en/open-data.²

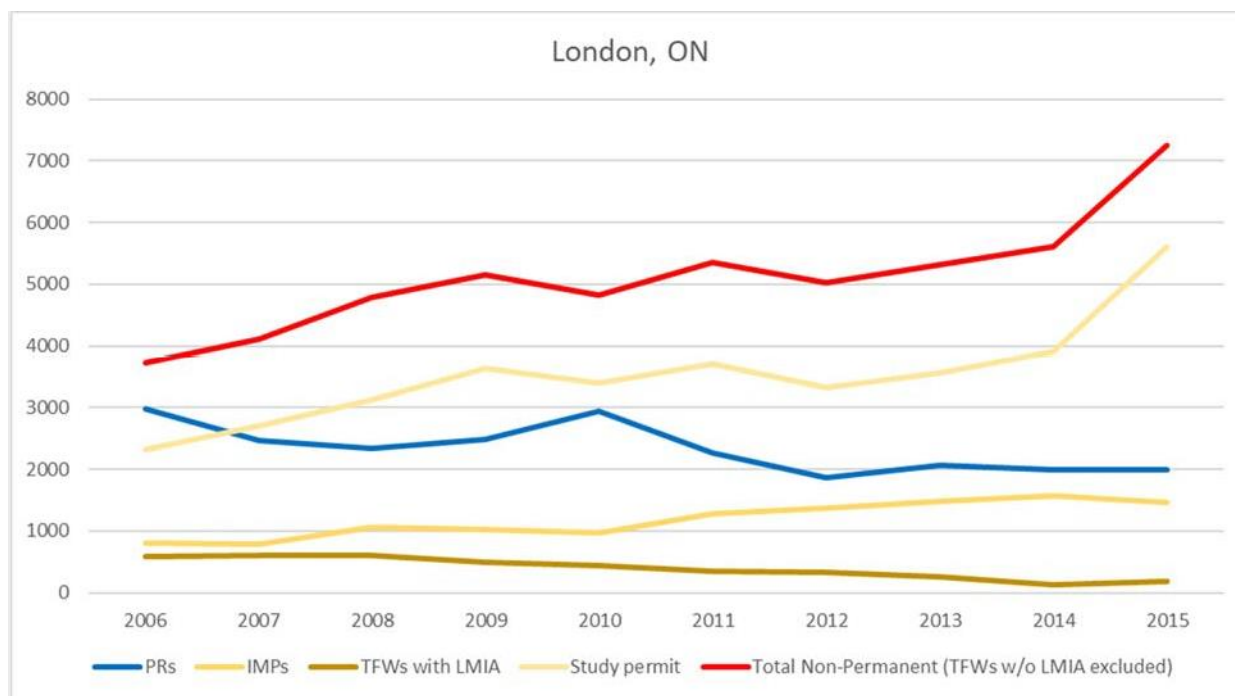


Chart keys:

PRs: Permanent Residents

Total Non-Permanent Residents (the Temporary Foreign Workers that do not need the Labour Market Impact Assessment (for example, university researchers are not included in these statistics).

- IMPs: International Mobility Program
- TFWs with LMIA: Temporary Foreign Workers with Labour Market Impact Assessment
- Study Permit: students, mostly at the university level, but also elementary and high school included.

With these trends, and considering the above analyses from the literature, the future increase of temporary immigrants legally entered that will face a period of absence of status is a fact more than a risk. The most crucial aspect highlighted in literature is the necessity of thinking about a regularization strategy for those living on Canadian soil, but this argument seems to be a real taboo at all the governmental levels (cf. Goldring et al. 2009).

² Data sets include: Canada Permanent Residents by Province or Territory <https://open.canada.ca/data/en/dataset/2fbb56bd-e4582-af7d-a197d185fc93#>;

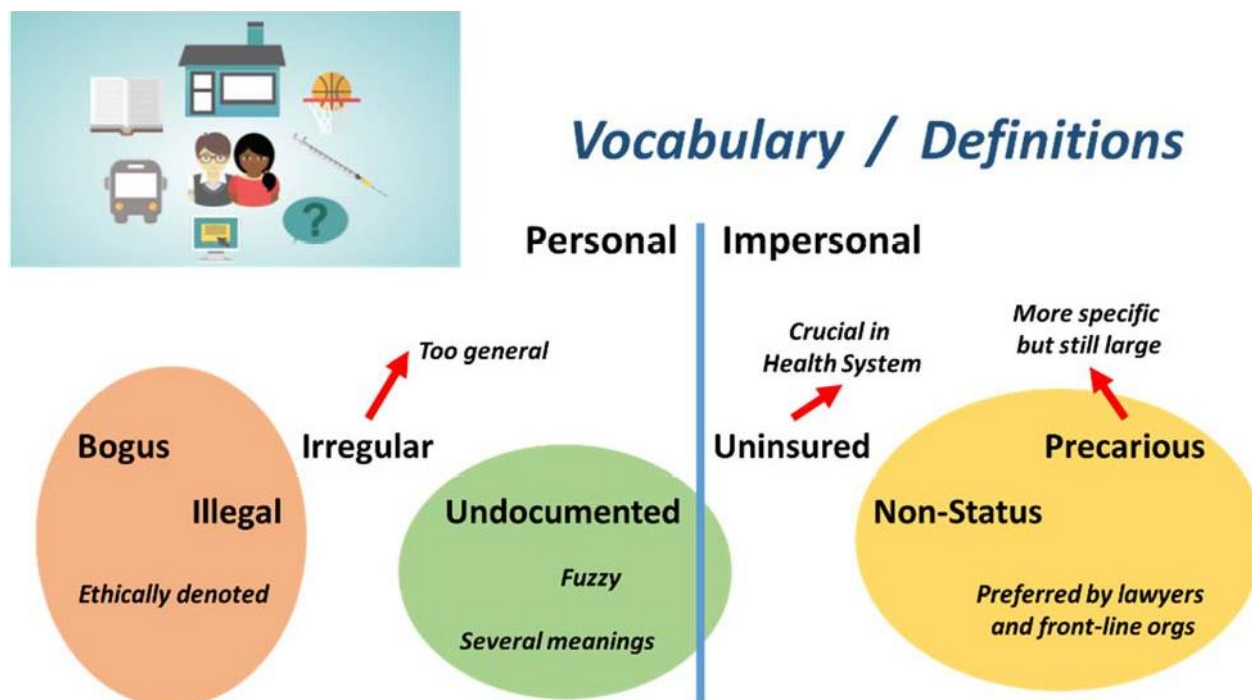
Data on Temporary Foreign Worker and International Mobility Program 2000-2015 <https://open.canada.ca/data/en/dataset/3617e9-4558-bfc1-3616485d65b9>;

Data on Residents with Study Permits <https://open.canada.ca/data/en/dataset/31ef4cab-d2b3-4dba-8e91-48fe64211ec5>

All sites were last accessed January 31st, 2018

Some clarifications on the labels: irregular? Non-status? Undocumented?

Even if it is possible to find definitions and explanations of terms like ‘undocumented’, ‘irregular’, or ‘illegal’ within the local, provincial, or federal regulatory apparatus, along with descriptions of the legal processes in which immigrants and refugees are involved, the practical and daily use of those terms still vary quite largely among practitioners, decision makers, and service providers (cf. Hudson et al., 2017).



The first terms analysed are those more negatively connoted, such as ‘bogus’, ‘illegal’, and ‘irregular’. These terms are used in some political areas by some opinion leaders and mass media sources, but rarely used by front-line workers and practitioners. These terms are very common in the public debate under several forms, and they share a root source that lies in the ethical realm. Indeed, these terms entail a moral judgment on conditions that, on the one hand, could be described in different and more technical ways (see below), and, on the other hand, carry on fictitious and negative imaginaries. These terms are able to arouse fear, recall something that is morally wrong and that could harm the ‘good’ immigrants and, eventually, the Canadian citizens. Additionally, the rhetoric implemented puts the responsibility of those illegal situations on the immigrants themselves, considering them accountable for those conditions that justify the use of the terms. Additionally, these labels over-represent a phenomenon that, even if present in terms of immigrants that try to enter Canada without being eligible for any visa program, is quite marginal within a system that actually improved the strategies and tools to preselect the newcomers (both economic immigrants through the several types of visa, and refugees that are known by the system several months before landing on Canadian soil) and increased its capacity in deporting people not entitled to stay in Canada. Secondly, these ethical labels spread their negative connotations onto the other immigrants and refugees, those who are entitled to stay or in possession of a regular sojourn permit, but which suffer practical consequences in terms of discrimination, stigmatization, and racism due to this accusing rhetoric. Being a ‘bogus refugee’, for instance, entails an intentional and premeditated plan orchestrated by the refugee him/herself in order to bypass the system and use an easier way to access the country and receive services. This picture seems to be very popular and easily

embraceable by public opinion, but it is imprecise and inadequate to describe the refugee situation in Canada.

Considering these characteristics, those labels are not adequate in identifying the people addressed by sanctuary policies.

On the other side of the diagram above, we listed terms that are considered more adequate to describe the situations of refugees and immigrants because they are more technical and not ethically connoted. For instance, 'uninsured' is a precise term, able to describe a technical status, a label that is crucial for the public health system in applying eligibility criteria and defining the costs of the services provided. Additionally, it is a term able to cover all the spectrum of visas and permits and also the condition of absence of visa, because it's not related to the immigration status. However, exactly because of its limited semantic extension and its peculiarity, 'uninsured' is quite unable to frame the population a municipality needs to take into account regarding sanctuary policies.

The term 'non-status', even if with some weaknesses, is preferred by lawyers and front-line workers, compared to the other words in the chart. It defines a condition that is not related to any moral judgments and can be temporary, leaving space for the idea that this kind of status is something more related to the bureaucratic aspects and maybe to something that the person did not do (i.e. renew or change the visa) instead of something that the subject carries on as a personal characteristic, or something that the subject intentionally did with the goal to steal, bypass, or cheat. The characteristic to be temporary is crucial. It is able to explain, intuitively, that we are talking about a circumstantial condition that can occur just because of some lacks or fails in the system, or in some bureaucratic passages, and this is also able to decrease the fear among uninformed people.

The same idea of being in a temporary situation is also present within the semantic area of the other term in the chart: 'precarious'. It's also very often used by those who directly work with immigrants without visas. However, it is more problematic than 'non-status'. Indeed, this adjective covers too many situations: a temporary work permit holder can be considered precarious in terms of accessible services and long-term possibilities to stay in Canada; a student can be precarious between the end of the studies and the beginning of an employment; and so on. Nonetheless, 'precarious' is a term able to immediately evoke the vulnerable condition of these subjects, and for that it is present in the vocabularies of front-line workers and in the advocacy actions of practitioners and organizations.

The term in the chart that needs to be discussed is 'undocumented'. This word is largely used by those who propose and support the sanctuary policy, like councillors, politicians, and decision makers. This term seems to be somewhat inadequate in order to target the population the municipalities should focus on. Indeed, even if this term is actually very popular and able to immediately identify the semantic area that the policy wants to cover. Nonetheless, it's too large and inaccurate to be adopted by lawyers, practitioners, and advocacy organizations. The fact that it is the most oft-used term to talk about people addressing this policy, does not mean it reflects the conditions of immigrants involved. Indeed, it partially falls into the left side of the chart, where we put the terms that have a negative ethical connotation. The reason lies in the fact that when saying 'undocumented', people not well informed are immediately pushed into thinking that a person is in an illegal situation, and that should not be entitled to receive public services. Still, a specific bureaucratic condition is framed as a guilt for which the immigrants should be blamed. The idea infused in the public opinion is close to that of 'illegal' immigrant, a dehumanized entity without an identity formally recognized by any authority.

Finally, a more politicized term that we did not consider in the chart but that is from literature, is ‘illegalized’. This term, proposed by Bauder (2016), is intended to draw attention to national laws, policies, and practices that deny migrants full status or legal residency, and that puts them in a precarious and vulnerable situation.

The main areas of interest

Health

The human rights implications of living without status are profound. The degradation of mental and physical health is a primary concern, which is attributable in large part to fear of detection and deportation, social isolation, poor working and living conditions, vulnerability to abuse and exploitation, and a host of institutional barriers (Barnes 2011; Ruiz-Casarez et al. 2010; Larchanche 2012; Triandafyllidou 2016). A comprehensive report on newcomer health, written by Toronto Public Health and Access Alliance Multicultural Health and Community Services, noted:

Migrants without status also face unique and serious health needs and access challenges... (r)esearch found that non-status migrants in Toronto present signs of trauma, chronic stress and depression from family separation, and physical illnesses associated with stress. One local study has noted that those living with precarious status experience a constant fear of deportation, along with anxiety about becoming ill and not having the economic means to seek care. Social isolation, stress and fear of being unable to access required health care can have a significant impact on the mental health of individuals facing these circumstances, potentially contributing to depression, suicidal thoughts, PTSD, and addiction. It is important to recognize that the challenges facing residents without status are often persistent; they are not unique to those who have recently arrived in Canada (Access Alliance 2011, p. 117).

A 2013 report by Toronto’s Medical Officer of Health also concluded that non-status persons, along with other uninsured persons (e.g., homeless people), face distinctively serious health issues. Primary areas of concern include reproductive health, mental health, chronic conditions (e.g., diabetes), child and youth care, and communicable diseases. The health effects of non-treatment become more severe the longer care is denied. As Hynie (et al. 2016) highlights, Canadian immigrants can be without health insurance for many reasons, and they present an at-risk population. The uninsured are more likely to be diagnosed with mental health (insured: 3.48%; uninsured: 10.47%) or obstetric problems (insured: 2.69%; uninsured: 5.56%), be triaged into the two most severe categories (insured: 11.2%; uninsured 15.6%), leave untreated (insured: 3.1%; uninsured: 5.4%), or die (insured: 2.8%; uninsured: 3.7%). Also, uninsured status is associated with more serious health status on arrival to emergency departments, and more negative visit outcomes. The consequences for the community as a whole can be negative, for example in terms of neighborhoods’ and schools’ health and quality of life.

Law Enforcement

A particularly serious problem is lack of access to the police services. Media reports and research show that the Toronto Police Service (TPS), the Vancouver Transit Police, and provincial agencies such as Ministry of Transportation Ontario have all actively inquired into immigration status, engaged in unsolicited sharing of personal information with the CBSA, and arrested and transferred non-status persons to the CBSA (NOII 2015). This is a feature of “urban securitization” — a process where local and provincial authorities participate in the management of perceived risks to state and “citizen” at the scale of the city (Valverde 2014; Lippert & Walby 2013). The effect is that real risks to the person are ignored.

Already vulnerable to abuse, non-status victims and witnesses cannot report crimes to police due to fear of deportation, which dissuades many from seeking police assistance (Magalhaes et al. 2010; Simmons et al. 2015; Ricard-Guay & Hanley 2014). This has a disproportionately harmful effect on women and children, especially in the contexts of domestic violence and sexual assault (Hamilton Community Legal Clinic 2013; West Coast LEAF 2012).

The engagement and commitment of the local police services are crucial in order to avoid the report to the federal level, and the literature shows that full police involvement is the most difficult result to obtain. To support this engagement, several arguments can be used. Below we list a series of points that should be taken into consideration.

Immigration Law Enforcement Jurisdiction in Canada is the sole responsibility of the CBSA. Municipal governments and police forces do not have the jurisdiction to detain or deport non-status individuals for not having official status in Canada. Instead, they must refer such cases to the CBSA. In 2008, a report finalized by the Immigration Legal Committee, a product of a joint project of the University of Toronto International Human Rights Program, No One Is Illegal - Toronto, and the Law Union of Ontario concluded that the law does not require police to disclose immigration status to federal officials except when they are carrying out a warrant issued under the Immigration and Refugee Protection Act.⁶ In addition, it is very likely that disclosure of this information conflicts with police duties under the Police Services Act,⁷ as well as with the Victims' Bill of Rights⁸, the Charter of Rights and Freedoms⁹, the Ontario Human Rights Code¹⁰, and international law. Consequently, not only is there no duty to disclose, but a practice of regular disclosure of immigration status by police is likely contrary to statutory, constitutional, and international law¹¹. Consequently, the Immigration Legal Committee further recommended that the Board extend its "Don't Ask! Don't Tell!" policy to other persons police come into contact with, and not restrict it to victims and witnesses¹².

Additionally, section 5(1) of the Ontario Regulation 265/98 indicates that officers may only disclose personal information "if the individual is under investigation, is charged with, or is convicted or found guilty of" a number of offences. It does not authorize them to share information about victims and witnesses of crime, nor about any individual who is "carded" or otherwise stopped on the street while not being directly under investigation. Even for individuals about whom police officers are authorized to disclose information, Section 6 of Regulation 265/98 specifies that they have to use their discretion to decide what is reasonable and consistent with the public interest.

However, in Toronto's case the Police Service reported 3,278 people to the CBSA between November 2014 and June 2015, whereas less than 7.1% of those reported had outstanding immigration warrants (NOII, 2015).

⁶ Immigration and Refugee Protection Act, S.C. 2001, c. 27.

⁷ Police Services Act, R.S.O. 1990, c. P.15.

⁸ Canadian Victims Bill of Rights, S.C. 2015, c. 13, s. 2.

⁹ The Constitution Act, 1982, Schedule B to the Canada Act 1982 (UK), 1982, c 11.

¹⁰ Human Rights Code, R.S.O. 1990, c. H.19.

¹¹ Police Services: Safe Access for All Legal Arguments for a Complete "Don't Ask, Don't Tell" Policy: A Report by the Immigration Legal Committee. Presented to the Toronto Police Services Board, May 2008, at 1. <http://toronto.nooneisillegal.org/sites/default/files/Immigration%20Legal%20Committee%20Report%20Re%20Toronto%20Police%20November%202008.pdf>

¹² Ibid, at 2.

Employment

Precarious workers, who can easily fall in situations of non-status, are more exposed to dirty, difficult, and dangerous jobs. They are considered at risk of exploitation and have to cope with severe physical injuries and the development of psychological problems.

Less severe situations, but still crucial for a good integration and social support, are related to the difficulties in accessing employment services. Usually, this kind of service is open to everyone, without request of immigration status. But when it comes to obtaining, for example, support in building a résumé or following a course and when a placement opportunity comes up, non-status people cannot be fully served.

Housing

Being able to obtain housing support without an immigration permit is virtually impossible. This is an area where the municipality has a service management role and can assist. Here it's important to recall the notion that almost all non-status people have entered legally but, for various reasons, have lost their status and are still here trying to regain a formal position and stay in the country. The research practice shows many cases of families regularly present in Canada that, due to bureaucratic issues, have to face several months of being non-status, often leading to the loss of their home, job, and support. Helping these people to avoid the most negative consequences of being non-status, would be to support their coping strategies and the efforts to keep their families out of poverty.

These findings are replicated in all social spheres. The Ontario Council of Agencies Serving Immigrants (OCASI) reports that a “defining experience for those without legal immigration status is the uncertainty and fear of being deported that result from their lack of legal immigration status” (OCASI 2012, p. 73-75). This impedes access to a wide range of services beyond health care, including education, shelter, and labour rights (Bihari 2011; Inghammar 2010; Goldring & Landolt 2013; Maldonado 2013; Marrow 2012).

There are also a host of intersecting human rights issues that relate to multiple identities and span institutional divides. For instance, the lack of access to social assistance, housing, and other social and economic supports prevents women without status from leaving abusive partners (Alaggia et al. 2009). The situation is more complicated when children are involved. Although family law officially permits non-status women to apply for custody of children when leaving and reporting an abusive relationship, there are social, economic, and institutional barriers, as well as fear of police, that lead non-status women to choose “between living in Canada illegally and losing their children” (West Coast LEAF 2012).

Education

In absence of literature on the London context, we looked at the Toronto situation. The Toronto District School Board (TDSB) passed Board Policy P.061: Students Without Legal Immigration Status (2007). This policy was adopted after the CBSA arrested two non-status students on high school property — an event that led to a powerful public response. The policy gave greater reach to s. 49.1 of the Education Act, which states: A person who is otherwise entitled to be admitted to a school and who is less than eighteen years of age shall not be refused admission because the person or the person's parent or guardian is unlawfully in Canada.

In 2004, the Ontario Ministry of Education passed Policy/Program Memorandum No. 136, Clarification of Section 49.1 of the Education of Persons Lawfully in Canada. The policy states that no children should be

refused admission to school solely because of their or their parents' inability to produce any of the following:

- proof of immigration status or application for legal immigration status,
- a work permit or social insurance number,
- health documentation that is different from that required of all other children,
- other documentation not required of other children seeking admission to school

The policy also makes mention of how personal information will be collected and stored.

Possible implementation strategies

Change the language and shift the attention

A non-conflicting alternative interpretation of sanctuary policies – based on recent research and on the dialogue with community leaders (cf. Hudson 2017) – focuses more on the potential collaboration between authorities and civic society instead of on the contraposition between the two parts. Indeed, while governmental authorities (at any level) have the right and the duty to check, know, and control who reside in their territories, at the same time this control can be managed in several ways, and sanctuary policies constitute a way that can support this control in non-oppressive, more open and empowering ways than those the current literature reports. It would be beneficial for a municipality to better know who lives in the territory and support them in confidently using city services and contributing to city life. This would have positive outcomes on public health, social relationships, crime, taxation system, control on illegal practices by Canadians (e.g. employers, landlords), and many other aspects of society.

This argument supports the idea that a sanctuary city policy would not be a way to take from someone (Canadians and immigrants with a valid status) and give to non-status people. Instead, it would be a way to add a policy that is able to acknowledge the presence of people temporarily without status and create a series of administrative practices that would improve the city's capability and expertise in serving the community as a whole. It would also be more aligned with a series of elements coming from the Charter and Canada's human rights obligations, as well as from other national and international regulations that define rights that irregular migrants already hold (i.e. children's rights, or the UN consideration of health as a human right).

Additionally, advocating would be beneficial to changing those socio-economic and labour conditions, those local, provincial, and federal regulations, and those employers and service providers' practices that potentially lead to precarious status, and consequently to non-status condition.

The municipal ID card: a solution?

On this topic, the only experiences are from the U.S. New Haven (2007), San Francisco (2007), Oakland (2009), Richmond (2011), Los Angeles (2012), and New York City (2014) have the municipal ID card. It is available to all city residents, regardless of immigration or citizenship status. It's valid only in the city that issued them. It can be used for identification with police, school and other city officials, local banks, and stores. They function as library cards, discount cards for local businesses, and prepaid debit cards. (see de Graauw, 2014). In response to those who criticize the adoption of a municipal cards, there are several arguments. In the U.S., a court reaffirmed that the New Haven ID card program does not constitute a local attempt at immigration regulation because card applicants are not asked about their immigration or citizenship status. Additionally, in a San Francisco case, it was argued that City officials do not make a

determination about the immigration status of ID card applicants since “immigration status is not considered at all under the Ordinance.” (Langfeld v. City of San Francisco, 2008; de Graauw, 2014).

On the other side, Toronto once started looking at the municipal card and an assortment of difficulties, listed below, were highlighted. It’s important to consider that this matter has huge legal implications and the discussion of this kind of topics should be coordinated by legal experts. In addition, since other cities in Canada are discussing the topic, the creation of a common discussion on the possibility of implementing municipal ID cards could be a fruitful undertaking. Finally, the following critiques were referred to a municipal ID card issued only to non-status people, whereas the above U.S. examples were related to the implementation of a card that would be issued to all the residents and used by all of them. Here are the critiques:

Under the Municipal Freedom of Information and Protection of Privacy Act - MFIPPA, personal information that the City has collected must be retained after use for a period of one year or the period set out in the City Retention Bylaw, to ensure that the individual has a reasonable opportunity to obtain access to their personal information. Once the information needed to issue an identification card has been collected, the City is not permitted to destroy that information until the retention period has expired. Therefore, the City of Toronto needs to consider several implications of implementing a Municipal Identification Card, including:

- Destruction of the evidence used to establish the identification could raise questions about the integrity of the issuance process;
- Under MFIPPA, the existence and full description of a municipal identification card database would have to be publicly transparent in the Directory of Records on the City's website;
- This information would be vulnerable to disclosure during the retention period in the event of a law enforcement investigation or a formal request from another order of government;
- The card would serve to further identify undocumented Torontonians and may leave them more vulnerable to legal demands for disclosure (i.e., the majority of individuals using the card would likely be undocumented Torontonians); and
- The card would decrease privacy protections for this vulnerable population.

In addition to the complex issues surrounding MFIPPA, other measures would need to be in place to address equity, diversity, and human rights issues before a municipal identification card could be pursued:

- For the most part, municipal services in Toronto do not require identification other than proof of residency, such as a utility bill. Unless the City and other orders of government negotiate the federal and provincial services that could be accessed using the municipal identification card (i.e. the card would serve as a stepping stone towards regularization, either through a Permanent Resident Card and/or Citizenship Card or it could be used to get a driver's license), the card will have limited validity.
- Under the City's Human Rights and Anti-Harassment/Discrimination policy, service recipients can raise a discrimination complaint to the City's Human Rights Office. Under the Ontario Human Rights Code, a complaint of harassment and/or discrimination can be launched with the Human Rights Tribunal of Ontario on the grounds of "citizenship" irrespective of actual status except where Canadian citizenship is a legal requirement to get a job or get certain services (for example, certain competitive sports require that participants be either Canadian citizens or permanent residents). A municipal identification card would have no effect in these circumstances.

- The City could be legally mandated to share the information with other orders of government and/or government agencies. This defeats the purpose and spirit of Toronto being a "Sanctuary City" as referenced by advocates.

City staff and politicians' engagement and commitment

In order to see the policy supported by the community effectively implemented and thriving, a great and constant commitment in promoting awareness and in supporting the virtuous reasons for the policy is needed. This would be important, but not without other strategic decisions such as an economic commitment for staff training, services reorganization, and advocacy towards the other governmental levels. The implementation of strategies to improve and maintain high quality levels of communication among and within the city's divisions would be very helpful. Indeed, having a common vocabulary and disseminating common and unambiguous messages would have great impact on the population at large, and on the effective implementation of the policy. For that, we suggest taking into consideration the horizontal and vertical communications channels within the same department, between departments, and between City and citizens.

Endorsement and community engagement

The educational training should also be delivered to schools and organizations, community centres, businesses, and civil society at large. Also, any good practice and successful local experience, initiative, or event already related to this policy, should be covered by media and widely disseminated.

Another necessary task is the definition of the labels the City wants to use. Indeed, due to the high politicization of the topic, there are no neutral labels that can be applied. As we already noted in several occasions around the city, the use of the term "Sanctuary City" is able to immediately provoke reactions that go from a deep solidarity – sometimes blindly towards the difficulties, negativities, and risks in implementing the policy – to a deep rejection of the proposal, sometimes unable to consider the facts and the driving reasons for non-status conditions. Several labels could be identified. In Toronto, community organizations recently suggested the term "Human Toronto". In any case, this is a decision that the City needs to make and then support, before seeking public opinion.

Looking for the current core institutional values

In order to support the implementation of the policy, it would be important to search for values already present within the City's departments, as well as formal/informal practices adopted by employees. This can be done through research, and the identification of core values and practices would greatly support the entire process.

The City of London already stated several times that sanctuary city policy is aligned with its core values, but research results from other Canadian cities already show that most cities' divisions overestimate the extents to which these values are translated into practice, and underestimate the range of distinct kinds of knowledge, skills and training necessary to actualize core values in practical settings. In those cities, as well as what has already emerged in London, there seems to be a sense that no additional work is needed in order to implement the policy, or that compliances are not required. These assumptions, though, have to be proven, and, so far in the other cities, we have not yet registered full implementation of the policy.

Socio-demographic data collection

Which kinds of data collected from the municipal services' clients can affect the ability to analyze, understand, and then act. The main issues here are related to confidentiality, privacy, storage, and use of the data collected, especially in communications with provincial and federal levels. But, on the other side, there is the necessity to do so in order to have a clearer idea of the situation, and so being able to elaborate strategies. The main piece of legislation governing the privacy rights in the city is the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

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TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 26, 2018
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	LONDON COMMUNITY GRANTS PROGRAM: 2017 ANNUAL REPORT & 2018 INNOVATION & CAPITAL STREAM OUTCOMES AND SUSTAINABILITY PLANS

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the report providing an update on the London Community Grants Program **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- London Community Grants Program Innovation & Capital Funding Allocations (2018) (September 18, 2017)
- London Community Grants Program Outcomes And Sustainability Plans For All Funded Organizations (March 1, 2017)
- London Community Grants Program Innovation & Capital Funding Allocations (2017) (September 26, 2016)
- London Community Grants Program Multi-Year Funding Allocations (2017-2019) (July 25, 2016)
- City of London Community Grants Program: Proposed Evaluation Criteria and Revised Community Grants Policy & Grant Agreement (December 7, 2015)
- Modernizing the Municipal Granting Process for Non-Profit Organizations (October 26, 2015)

BACKGROUND

At its meeting held on July 27, 2016, Municipal Council resolved that Civic Administration BE REQUESTED to report back annually with respect to outcomes and sustainability for grant recipients. (3/18/SPPC).

The purpose of this report is to:

1. Provide Council with the 2017 Annual Report for the London Community Grants Program (2017 Multi-Year stream and 2017 Innovation & Capital stream), rolling up the outcomes and stories of impact related to city funding, and;
2. Provide Council with the projected outcomes and sustainability plans for programs that were funded through the 2018 Innovation & Capital stream of the London Community Grants Program.

London Community Grants Program

The London Community Grants Program is linked to the City's Strategic Plan in the strategic area of focus: *Leading in Public Service* (open, accountable and responsive government). Through the London Community Grants Program, organizations aligned the outcomes of funded programs/services with the strategic areas of focus in the City's Strategic Plan.

In the March 1, 2017 SPPC report, Civic Administration indicated that an annual report would be created which would include:

- a roll up of outcomes achieved;
- stories of impact;

- outcomes aligned with the strategic areas of focus in the Strategic Plan; and,
- beginning in 2018, this report would be presented annually to Council by the end of the first quarter of each year.

London Community Grants Program: 2017 Annual Report & 2018 Sustainability Plans

1. London Community Grants Program: 2017 Annual Report

Through the London Community Grants Program, organizations identified the outcomes that would be achieved through City of London funding contributions. Outcomes for funding through this program are aligned to the City of London's Strategic Plan and the strategic areas of focus.

Civic Administration supported organizations to finalize their outcomes, which are included in the formal grant agreements. Finalized outcomes for 2017 funding allocations (Multi-Year and Innovation & Capital) were reported to Council on March 1, 2017. Throughout 2017, funded organizations reported on their progress related to their outcomes, highlighting the impact that has been achieved through City funding contributions.

Below are some of the key highlights achieved in 2017 through the City's investment in the London Community Grants Program:

- \$2.47M was allocated to 42 organizations through both the Multi-Year and Innovation & Capital stream
- 35% were newly funded organizations, having never received City of London core funding;
- 55,000+ program and service hours were provided for residents
- 250,000+ residents served
 - 100,000+ children and youth
 - 30,000 families
- 130,000 people were connected to resources online
- 1/3 of funded organizations offered programs that support newcomers and immigrants

The London Community Grants Program 2017 Annual Report is attached as Appendix 1. The report includes a roll up of the outcomes achieved in 2017 through both the Multi-Year and Innovation & Capital streams, aligned with the City of London's Strategic Plan.

2. 2018 Innovation & Capital Stream: Outcomes and Sustainability Plans

The projected outcomes and sustainability plans for each program/service funded through the 2018 Innovation & Capital stream of the London Community Grants Program is attached as Appendix 2.¹

Generally, organizations identified the following as strategies to sustain their municipally funded programs once that funding has ended:

- diversify funding sources by seeking and leveraging funding from funders, foundations, other levels of government, donations, sponsorship, and planned giving gifts;
- develop and/or increase fees for service/membership fees/vendor fees;
- revenue generation opportunities;
- find cost and program efficiencies;
- explore a social enterprise model/shared space model/ merger with other organization; and,
- identify additional community partners and share resources.

Next Steps

Civic Administration will continue to work with all funded organizations to monitor ongoing financial and outcome reporting as outlined in the formal grant agreements, and will continue to support organizations to build their capacity and develop resources to effectively measure their outcomes.

In addition, Civic Administration will continue to monitor outcome results, and will provide annual reports to Council in the first quarter of each year, which will include the cumulative results for both the Multi-Year and Innovation & Capital streams.

¹ 2017 outcomes and sustainability plans (Multi-Year and Innovation & Capital) were shared with Council on March 1st, 2017.

FINANCIAL IMPACT

Annual funding to support the London Community Grants Program exists in the Neighbourhood, Children and Fire Services base budget, which was approved through the 2016-19 Multi-Year Budget process. \$2.3 million of funding has been allocated through the Multi-Year stream annually from 2017 through 2019. In addition, approximately \$312,000 has been allocated through the Innovation and Capital stream for 2018. The amount available through the Innovation & Capital stream is anticipated to be approximately \$496,000 in 2019.

The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget update process. Should any adjustments be required to the funding allocated to the modernized program, a business case would be prepared which would require Council approval.

SUMMARY

As a City, investments will continue to focus on enhancing local capacity, supporting accessible, responsive programming, increasing quality of life for all, and continuing to make London *a leader in commerce, culture and innovation – our region’s connection to the World.*

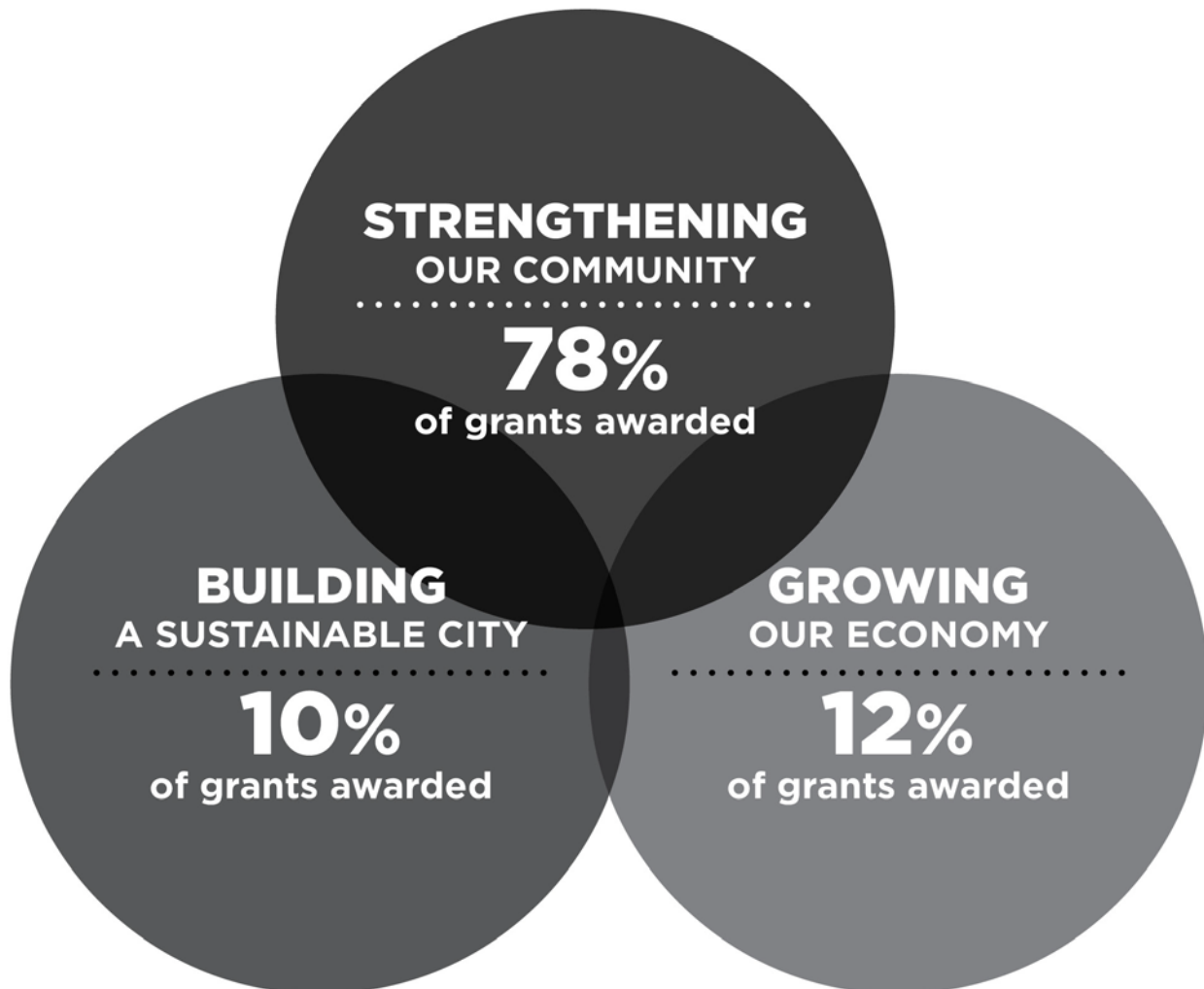
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C. Kyle Murray, Financial Business Administrator



LONDON COMMUNITY GRANTS: 2017 ANNUAL REPORT

The purpose of this report is to provide a summary of the outcomes achieved through the London Community Grants Program, in alignment with the City of London Strategic Plan. Results in this report are based on information reported by funded organizations and highlight the impact of city funding in the community.



\$2.47M 
allocated


42 
organizations funded

35% 
of organizations received city funding for the first time


250,000¹ 
Londoners served

55,000+  program and service hours provided to residents

100,000 
children & youth

1/3 of organizations offer programs that support a large number of newcomers and immigrants 

30,000 
families

130,000  people were connected to our community's resources online

5  community organizations received funding to support critical building repairs, increasing ability to provide programming for the community

STRENGTHENING OUR COMMUNITY



Vibrant, connected, and engaged neighbourhoods

6,000+ residents are more connected, included, and engaged in our community

120,000 residents attended events hosted in our community

200 residents and community groups were directly supported to participate in solutions to enhance their neighbourhood



Diverse, inclusive, and welcoming community

2,000 young people have relationships that make them feel safe and happy

100 women report feeling accepted and supported, and have developed relationships with other women and the community

5,000 residents, including children, youth, and seniors, increased their social participation

10,000 seniors were provided with opportunities to participate and engage in the community



Caring and compassionate services

6,500 Londoners were provided access to basic needs and/or advocacy supports

2,000 individuals were supported to increase their housing stability



Amazing arts, culture, and recreation

100,000 Londoners engaged in cultural opportunities

30,000+ children and their families accessed cultural resources through exhibits, programs, and collections

100+ students learned how to present their work professionally to the public, increasing their future success



Healthy, safe, and accessible city

8,000+ children and youth engaged in activities that promote healthy living

15,000+ children were provided with breakfast and a healthy snack 3 to 5 times a week

4,000+ children, youth, and families have been supported to improve and develop their food literacy skills

100 women reported an increased sense of safety, understanding of risks, and ability to safety plan

451 Neighbourhood Watches operated in more than 80% of planning districts

3,000 residents learned about community safety resources

11,000 Londoners have increased their awareness and/or have accessed community resources to meet their needs

120,000 publications and resources were downloaded from the internet, educating Londoners about the programs and resources our community has to offer

IMPACT STORIES²

- A senior couple was reluctant to participate in a program because of stigma and concerns over their abilities. The couple was supported and encouraged, and now regularly participate. The couple shared that the welcoming atmosphere, relevant activities, and peers with common experiences have made the program a monthly event they rarely miss.
- After the suicide of her partner, a resident was experiencing both emotional and financial stress. Unfortunately, her hydro was cut off due to her inability to meet expenses, and was facing eviction. Through advocacy support, she was guided to negotiate the reconnection of her hydro through a reasonable payment plan, and was supported to secure affordable housing. She is now regularly volunteering at the Centre.
- Arriving in London from the Middle East, a mother and her three daughters had no family or social supports. Members of the family were matched with community mentors to welcome them to our community to practice conversational English, learn Canadian customs, and share food and laughter.

BUILDING A SUSTAINABLE CITY



Convenient and connected mobility choices

200 residents were educated about cycling and actively used cycling as a means of transportation

60 residents accessed bikes at a reduced cost



Heritage conservation

2,000+ artifacts were conserved, documented, and exhibited

30 heritage buildings were maintained, with **13** available as a space for community recreation



Strong and healthy environment

90,000+ residents were made aware of opportunities to improve the environment

20,000 Londoners participated in environmental programs in our community

IMPACT STORY

- Our family relies on cycling for day-to-day transportation, and the new co-op has supported us to learn how to fix and maintain our bikes. We were so impressed with the volunteers at the co-op and the open environment that I became a volunteer myself. I am pleased to be able to contribute to the community, while learning about bicycles and promoting cycling as an efficient and critical part of the city's transportation scheme.

² Impact Stories were submitted by funded organizations as part of the year end reporting requirements.

GROWING OUR ECONOMY



Diverse employment opportunities

- 3,000** Londoners found jobs through employment agencies
- 100+** newcomers to London have been employed in jobs directly or closely related to their field
- 100** employers accessed services and supports to attract and retain immigrant talent in our community
- 8** entrepreneurs were supported to develop the skills and confidence to operate successful businesses, creating more than **20** employment opportunities for London residents



Diverse and resilient economy

- 1,200** community leaders learned strategies to foster innovation and explore new perspectives
- 300+** non-profits, social enterprises, government, business, and academic stakeholders are more aware of how to collaborate effectively
- 200** non-profits and social enterprises have practical tools to help them measure their impact

IMPACT STORY

- With a Master's of Engineering from China and nine years of work experience in the field, this international student was at a disadvantage without any field-related Canadian work experience. Through guidance and support to navigate the application and interview process, the candidate was successfully hired into a role directly related to their experience and education. After 3 months of employment, the candidate noted, *"I am doing extremely well, enjoy what I do, and genuinely like my work environment."*

LONDON COMMUNITY GRANTS: 2017 ANNUAL REPORT

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communitygrants@london.ca

LONDON COMMUNITY GRANTS PROGRAM: 2018 INNOVATION & CAPITAL STREAM OUTCOMES AND PROGRAM SUSTAINABILITY PLANS

Organization / Project Description	SOC	BSC	GOE	2018 Funding	Outcomes	Sustainability Plan
Innovation						
Family Service Thames Valley: This Innovation Grant will support Family Service Thames Valley to collaborate with partners across the community to build and implement a Financial Empowerment Network. This collaboration will support service providers to build their capacity to effectively deliver financial empowerment programming, and to coordinate services across organizations. The Financial Empowerment Network will develop and share resources and knowledge, reduce duplication of services, decrease barriers, and establish bridges between community organizations and financial institutions.				\$22,000	<ul style="list-style-type: none"> Enhanced and effective communication amongst financial empowerment stakeholders Improved resource sharing between financial empowerment stakeholders and the development of effective shared tools and resources Increased capacity of community partners to embed financial empowerment within their organizations 	<ul style="list-style-type: none"> Leverage funding from other sources Shared space, resources, and/or community partnerships
Merrymount Children’s Centre: Playing with Rainbows will provide caring and compassionate service to the Yazidi population, and future targeted refugee populations through group counselling to facilitate the process of healing in children who have been traumatized by the experiences of war and migration. Playing with Rainbows will provide refugee families with an opportunity to talk about their experiences of war and migration and increase participation in broader community activities.				\$13,400	<ul style="list-style-type: none"> To reduce trauma and develop coping strategies in children who have experienced war and migration To increase caregivers' knowledge and understanding of the impact of war and migration on children To connect families with appropriate community resources and supports 	<ul style="list-style-type: none"> Leverage funding from other sources

Organization / Project Description	SOC	BSC	GOE	2018 Funding	Outcomes	Sustainability Plan
Mindyourmind: The Shared Humanity project will connect youth with lived experience with mental health and health professional students to reduce barriers and stigma and improve collaboration and empathy.				\$19,300	<ul style="list-style-type: none"> • Increase in community engagement for youth and professionals • Reduction in barriers to those facing mental health, poverty, addiction, and other related social determinants • Increase innovation and communication across the health sector 	<ul style="list-style-type: none"> • Diversify funding sources • Leverage funding from other sources
Muslim Resource Centre for Social Support & Integration: <i>Supports for Success</i> Engaging newcomer Syrian children & youth seeks to connect newcomer school-aged children to relationships, supports, and opportunities that help them achieve success. This project will develop and deliver mentorship strategies tailored to the unique needs, experiences, and context of newcomer Syrian children and youth.				\$50,000	<ul style="list-style-type: none"> • Young people have a network of healthy relationships in their communities and/or neighbourhoods • Young people have the leadership skills that provide them with the capacity to be engaged, productive members of their communities • Young people have educational experiences that promote skill development and lifelong learning 	<ul style="list-style-type: none"> • Shared Space, Resources and/or Community Partnerships
The London Multicultural Community Association: The London Multicultural Festival will bring many ethnic groups together to share their heritage, history and culture with the London community.				\$7,500	<ul style="list-style-type: none"> • Create a platform and a model for an annual multicultural street festival 	<ul style="list-style-type: none"> • Sponsorships, donations, and/or fundraising • Shared space, resources, and/or community partnerships • Revenue generation
Reforest London: A collaboration between ReForest London and Thames Talbot Land Trust, a flagship environment and sustainability centre – Westminster Ponds Centre – will work to bring together organizations from across London to collaboratively come up innovative solutions to environmental challenges. The Centre will pursue and promote environmental and sustainability excellence at the individual, community, and municipal levels.				\$35,000	<ul style="list-style-type: none"> • Create the Project Management plan for Phase 1 of the Westminster Ponds Flagship Environment & Sustainability Centre 	<ul style="list-style-type: none"> • Sponsorships, donations and/or fundraising • Leverage funding from other sources • Revenue generation

Organization / Project Description	SOC	BSC	GOE	2018 Funding	Outcomes	Sustainability Plan
UnLondon Digital Media Association: The Creative Industries Development Office will provide the creative industry and entrepreneurs with the facilities, education, and advocacy necessary to design, launch, and grow business and ideas that contribute to local, regional, and global innovation.				\$32,000	<ul style="list-style-type: none"> Establish Creative Industries Development office and the operation of a Digital Media and Entrepreneurship Centre to provide industry level access to production resources, education, programming, and services Develop a suite of reusable resources for common digital creative industry challenges (improving talent development, access to capital and business growth) Launch of a comprehensive peer to peer group and mentorship network specifically built for the creative industry and their unique challenges and opportunities 	<ul style="list-style-type: none"> Revenue generation (memberships and fee for service) Diversify funding sources Anticipate program to be sustainable through planned revenue streams
Capital						
Glen Cairn Community Resource Centre: GCCRC will renovate existing space to create a food warehouse that will build a space to provide more opportunities to support food security initiatives. This space will enhance the ability of GCCRC to meet community needs, while improving food security in southeast London. Through this renovation, GCCRC will become a distribution hub for the London Food Coalition, repurposing high quality fresh food from local grocers to redistribute to community organizations and local families in need.				\$40,000	<ul style="list-style-type: none"> Glen Cairn Community Resource Centre will build a kitchen and warehouse space to enhance their ability to support community food initiatives in southeast London 	<ul style="list-style-type: none"> Diversify funding sources Leverage funding from other sources Sponsorships, donations and/or fundraising
London & Middlesex Heritage Museum (Fanshawe Pioneer Village): This investment will support the roof replacement on the Paul Peel House. This was the boyhood home of renowned local artist Paul Peel built in c.1850. This investment will also partially rehabilitate the roof of the Dr. Jones House which features a recreated doctor's office and significant collection of early medical				\$14,800	<ul style="list-style-type: none"> Roof will be replaced on the Paul Peel House Roof will be partially replaced on the Dr Jones House 	<ul style="list-style-type: none"> Sponsorships, donations, and/or fundraising Leverage funding from other sources

Organization / Project Description	SOC	BSC	GOE	2018 Funding	Outcomes	Sustainability Plan
artifacts.						
Pillar Nonprofit Network: This investment will support Pillar to make necessary repairs to the elevator at Innovation Works, ensuring the space remains accessible to all London residents.				\$45,000	<ul style="list-style-type: none"> Innovation Works will have a safe and functional elevator for the community to access, increasing accessibility to the building 	<ul style="list-style-type: none"> Sponsorships, donations, and/or fundraising Leverage funding from other sources Revenue generation Social enterprise
The Cathedral Church of St. Paul: This investment will support St. Paul's to fund critical structural repairs to the Cathedral. Older than Canada itself, the Cathedral is a significant piece of architecture in our downtown, and is a gathering space for London residents from many different communities.				\$12,000	<ul style="list-style-type: none"> Funding from the Capital Grant will be used for structural repairs of the cathedral under Project Jericho initiative 	<ul style="list-style-type: none"> Sponsorship, donations, and/or fundraising Leverage funding from other sources
Youth Opportunities Unlimited: This capital investment will support the construction of the New Addition Kitchen Renovation at Youth Opportunities Unlimited, expanding the at-risk youth food and beverage services social enterprise in downtown London.				\$21,000	<ul style="list-style-type: none"> A Kitchen will be built at the new 333 Richmond Street location, enhancing the organization's ability to provide employment training opportunities for at-risk youth 	<ul style="list-style-type: none"> Sponsorship, donations, and/or fundraising
TOTAL				\$312,000		

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 26, 2018
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES & CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	RFP 18-04: CITY OF LONDON SERVICE REVIEW – CONSULTING SERVICES

RECOMMENDATIONS

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions **BE TAKEN** with respect to the selection of a consultant to undertake the City of London Service Review (RFP 18-04):

- a) The proposal submitted by KPMG LLP, 1400 – 140 Fullarton Street London, ON N6A 5P2 to provide consulting services for the City of London Service Review at their proposed fees of \$260,000.00 (excluding HST), **BE ACCEPTED** in accordance with the Procurement of Goods and Services Policy;
- b) The financing for the project **BE APPROVED** in accordance with the “Sources of Financing Report” attached hereto as Appendix “A”;
- c) Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this purchase;
- d) Approval herein given **BE CONDITIONAL** upon the Corporation entering into a formal agreement or having a purchase order, or contract record relating to the subject matter of this approval; and,
- e) The Mayor and City Clerk **BE AUTHORIZED** to execute any contract, statement of work or other documents, if required, to give effect to these recommendations.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- “Tabling of the 2016 – 2019 Multi-Year Budget,” Strategic Priorities and Policy Committee, January 11, 2016
- “Service Review Initiatives, Process and 2016 Update,” Strategic Priorities and Policy Committee, September 26, 2016
- “Update on Service Review Initiatives,” Strategic Priorities and Policy Committee, May 29, 2017
- “Service Review Initiatives 2017 Update,” Strategic Priorities and Policy Committee, September 18, 2017

LINK TO THE STRATEGIC PLAN

The City of London Service Review advances the following areas of focus and objectives of Council’s 2015-2019 Strategic Plan:

- Leading in Public Service
- 5. Excellent Service Delivery
 - A) Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.

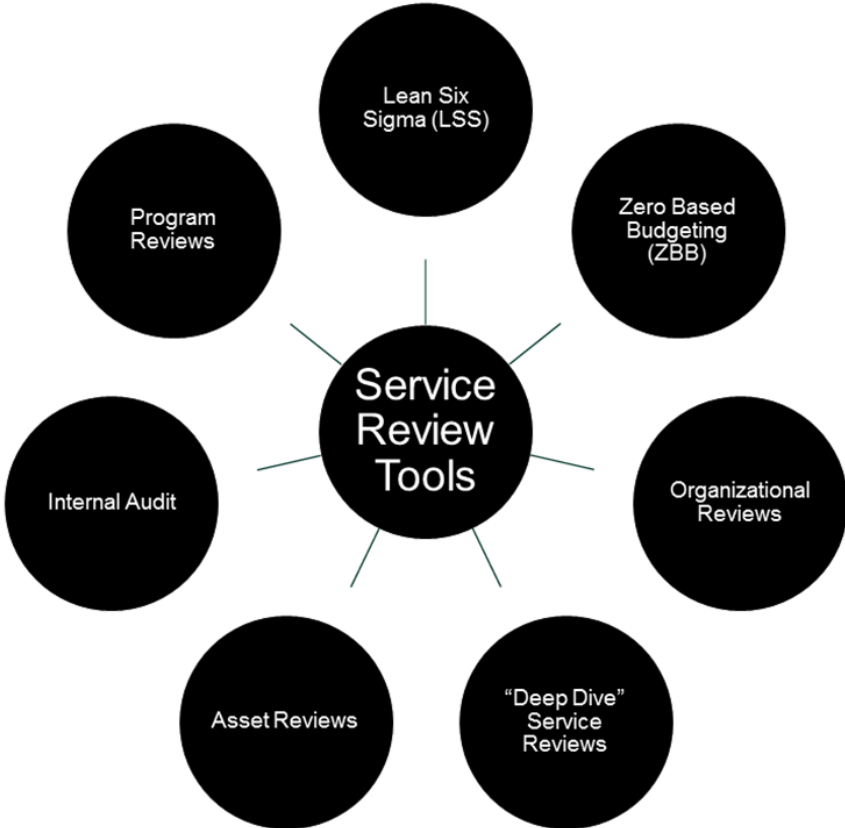
BACKGROUND

Purpose

The purpose of this report is to seek approval to award a contract to undertake the City of London Service Review (including two “Deep Dive” pilot reviews as part of the scope of work) to KPMG LLP (KPMG) at the proposed fees of \$260,000.00 excluding HST.

Background

Through the 2016-2019 Multi-Year Budget process, Council directed Civic Administration to undertake a Service Review program in order to fund \$4 million in unidentified permanent budget reductions that were built-in to the approved budget, and to prepare for significant budget pressures anticipated for the next Multi-Year Budget (2020 - 2023). To date, the City has selectively utilized six of the seven tools to achieve the permanent budget reductions identified by Council for 2016 and 2017.



Over the past several months Civic Administration has been developing and refining the approach to the “Deep Dive” Service Reviews project and is now proceeding to the execution stage. Based on a best practices review that indicated many municipalities contracted with a third-party to execute projects of this nature, and recognizing the limited City experience and importance of the “Deep Dive” methodology, Civic Administration drafted a Terms of Reference and issued an RFP in January 2018 to select a consultant to lead this initiative.

Discussion

The City of London and KPMG will develop a comprehensive, data-driven evaluation process that will be used to determine if City programs and services reflect London's current priorities, and if they are delivered as effectively and efficiently as possible. In addition, the consultant in collaboration with the City will be undertaking two in-depth reviews as part of the scope of work for the project. While the other tools in the City's service review “toolkit” have focused on analyzing targeted components of various services, the “Deep Dive” project is intended to take a more fulsome view of the City's services to consider whether the right services are being delivered in the right ways.

The City of London Service Review will examine the relevance, effectiveness and efficiency of the City's programs and services, and selected Agencies, Boards and Commissions to ensure that resources are being allocated to achieve the best outcomes for the City and to ensure long-term financial sustainability. In addition, the project will look for opportunities to achieve the following:

- Reduce, eliminate, reallocate or re-prioritize the investment in programs and services that no longer align with priorities and reinvest those savings into programs and services that are more closely aligned with the City's strategic priorities;
- Improve the ability for programs and services to deliver their intended outcomes as defined by the public, the stakeholders and required standards;
- Generate additional revenues, reduce costs or minimize future cost increases required to deliver a program and service;
- Examine if there are better ways to deliver programs and services to improve the relevance, efficiency and effectiveness of them, which could include delivering programs and services in alternate ways, such as partnerships, in-source, out-source, volunteer, etc; and
- Implement and ensure the long-term success of the recommendations.

The City and KPMG will be applying a multi-phased approach to the execution of the City of London Service Review project. The following provides the phases that will be completed as part of the project and identifies the timelines that are associated with each phase:

- Phase 1 – Project Initiation / Ground Work (Start - April 2018)
- Phase 2 – Service Profiles / Benchmarking (May-June 2018)
- Phase 3 – Prioritization of Opportunities for In-Depth Reviews (July-September 2018)
- Phase 4 – In-Depth Pilot Reviews (October-January 2018)
- Phase 5 – Final Report/Presentation (Finish - February 2019)

The project will align with the development of the new City of London Strategic Plan (2019 – 2023) and the new City of London Multi-Year Budget (2020 – 2023). Specifically, the deliverables to be completed during Phase 3 and Phase 4 will aim to inform the priorities for the strategic planning and multi-year budgeting processes.

Public engagement will be an important part of the project. A community conversation is necessary to gather perspectives and suggestions regarding the services the City provides and the levels of service expected by the public. The work plan for the project incorporates two touch points with the public. During Phase 3 City staff will engage with the public to understand the priorities, needs and expectations of public relative to the list of top candidate opportunities for in-depth reviews. The results of the community conversation during Phase 3 will inform the suggested prioritization of in-depth pilot reviews and recommendations to Council. In Phase 4 City staff will engage with the public to understand community values regarding the services that are being reviewed, and seek input on the levels of service targets that are recommended. It is envisioned that the results of the community conversation obtained during this phase will inform the suggested levels of service targets that are brought forward to Council for their consideration.

Purchasing Process

A formal RFP was issued on January 23, 2018, to source professional consulting services to assist with the undertaking of the City of London Service Review. The scope of the RFP included resources to provide project management, technical and functional consulting, and other requirements.

After the RFP was posted on bids&tenders™, one (1) addendum was issued to respond to questions, inquires and clarification requests. There were twelve (12) plan takers registered. Three (3) proponent submissions were received and all three were compliant.

A two-envelope RFP process was employed, one envelope containing the technical proposal and the second envelope containing the pricing for the work. The three (3) submissions were evaluated based on the technical criteria outlined in the document, with only two (2) of the

proponents' technical submissions meeting the City's requirements. The final step was to open the pricing envelope. The City did not open the pricing envelope for the proponent who did not meet the City's requirements.

The highest scoring proponent was KPMG.

Financial Impact

The City of London Service Review is not included in the City's approved operating budget, but can be accommodated by a one-time draw from the Efficiency, Effectiveness and Economy Reserve on the authority of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer as per the Source of Financing schedule attached hereto as Appendix "A". The proposed cost for the project is \$260,000.00, excluding HST.

Conclusion

The proposal submission from KPMG was the overall highest-scoring proponent which met the noted evaluation criteria, all terms, conditions, specifications and requirements, displayed an understanding of the work, and possesses the technical expertise required. It is recommended that KPMG be awarded the contract.

Acknowledgements

This report was prepared with the assistance of Ian Collins, Kyle Murray, John Millson, and Jason Davies from Finance and Corporate Services, and Mary Ma, Procurement Officer, Purchasing and Supply.

PREPARED BY:	RECOMMENDED BY:
MARK JOHNSON BUSINESS PLANNING PROCESS MANAGER FINANCE AND CORPORATE SERVICES	ANNA LISA BARBON, CGA, CPA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

Attach: Appendix A – Source of Financing

cc: Mary Ma, Procurement Officer
Jason Davies, Manager III, Financial Planning & Policy

APPENDIX 'A'

#18051

Chair and Members
Strategic Priorities and Policy Committee

March 26, 2018
(Award Contract)

**RE: City of London Service Review - Consulting Services
RFP 18-04 (Subledger NT18GG04)
Service Review Business Unit - 060108
KPMG LLP (KPMG) - \$260,000 (excluding H.S.T.)**

FINANCE & CORPORATE SERVICES REPORT ON THE SOURCES OF FINANCING:

Finance confirms that the cost of this project is not included in the Operating Budget, but can be accommodated as a one-time draw from the Efficiency, Effectiveness & Economy Reserve and that subject to the recommendations of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and, the detailed source of financing for this project would be:

<u>ESTIMATED EXPENDITURES</u>	<u>This Submission</u>
Consulting - 060108.301500	\$264,576
NET ESTIMATED EXPENDITURES	<u><u>\$264,576</u></u>

SOURCE OF FINANCING:

Drawdown from Efficiency, Effectiveness and Economy Reserve	\$264,576
2)	
TOTAL FINANCING	<u><u>\$264,576</u></u>

1) **Financial Note:**

Contract Price	\$260,000
Add: HST @13%	33,800
Total Contract Price Including Taxes	293,800
Less: HST Rebate	29,224
Net Contract Price	<u><u>\$264,576</u></u>

NOTES:

- 2) The funding is available as a drawdown from the Efficiency, Effectiveness & Economy Reserve. The uncommitted balance will be approximately \$8.7 million after the approval of this project.

MS

Anna Lisa Barbon
Managing Director, Corporate Services &
City Treasurer, Chief Financial Officer

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 26, 2018
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	LONDON'S COMMUNITY ECONOMIC ROAD MAP UPDATE

RECOMMENDATION

That, on the recommendation of the City Manager, the recommended next steps associated with the Community Economic Road Map, as outlined in the staff report dated March 26, 2018, **BE ENDORSED.**

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- November 21, 2016, "London's Community Economic Road Map – First Year Update", Strategic Priorities and Policy Committee.
- November 9, 2015, "London's Community Economic Road Map" report, Strategic Priorities and Policy Committee.
- January 26, 2015, "Community Economic Strategy" report, presentation by Lauren Millier, Vice-President of Millier Dickinson Blais, Strategic Priorities and Policy Committee.
- September 29, 2014, "Economic Development Review – Next Steps" report, Strategic Priorities and Policy Committee.
- June 23, 2014, "Economic Development Review" report, Strategic Priorities and Policy Committee.

BACKGROUND

Purpose

The purpose of this report is to provide an update on the Community Economic Road Map (Road Map), including the status of the action items noted within the Road Map and recommended next steps.

Link to Strategic Plan

Council's Strategic Plan for the City of London, 2015-2019 identifies 'Growing our Economy' as a strategic area of focus. This strategic area of focus includes the strategies 'Diverse and resilient economy,' 'Strategic, collaborative partnerships,' and 'Diverse employment opportunities,' under which the Community Economic Road Map is referenced.

Development of the Community Economic Road Map

In 2015, Municipal Council endorsed the Community Economic Road Map 2015-2020, which was the result of a comprehensive process undertaken by the City of London in partnership with the London Chamber of Commerce, the London Economic Development Corporation (LEDC), and business and community stakeholders representing aspects of the city's economy.

The Road Map set out a five-year plan to build a strong, investment-ready local economy and to increase prosperity in the community. As part of this plan, 96 initiatives were established and categorized under five economic priorities:

- A city for entrepreneurs

- A supportive business environment
- An exceptional downtown, a vibrant urban environment
- A top quality workforce
- A national centre of excellence for medical innovation and commercialization

In order to support the implementation of the Road Map several teams were established, including an Advisory Panel to oversee all implementation activities, and an Action Team for each of the priority areas, comprised of business, government and community partners. These groups are ultimately responsible for the implementation of the initiatives that correspond with each of the priorities.

Progress Toward Implementation

2017 Update

Throughout 2017, Action Teams continued to meet regularly to operationalize the Road Map. During this time Action Teams also made a number of changes to initiatives. In an effort to refresh the Road Map 36% of the original 96 initiatives were revised and/or consolidated to better reflect the actions and mandate of each Action Team.

Of the remaining 61 initiatives, 85.2% were complete or on target as of December 2017.

Status Update	November 2016	December 2017
Complete	12 (12.2%)	16 (26.2%)
On Target	72 (73.5%)	36 (59%)
Not Started	12 (12.2%)	3 (4.9%)
Caution	1 (1%)	6 (9.8%)
Below Plan	1 (2%)	0
Total	98*	61**

*In 2016, two initiatives were transferred from Action Team 2 to Action Team 1, creating duplicate results.

**In 2017, 36% of the initiatives were revised and/or consolidated, bringing the total number of initiatives down to 61.

Appendix A provides a detailed summary and corresponding status update for each initiative.

Funded Projects Progress Update

On December 6th, 2016, the Municipal Council resolved that:

Funding BE ALLOCATED in the amounts of \$100,000, in each of 2017, 2018 and 2019, from the Economic Development Reserve Fund, for the Community Economic Roadmap Implementation (Case #6); it being noted that this will have no tax levy impact; and further that the Civic Administration BE REQUESTED to bring forward the applicable business cases with respect to this allocation, in order to provide Council with additional oversight related to this funding.

In response to this direction, Road Map Action Teams were invited to submit funding proposals through an application process in January 2017. A total of seven proposals from Action Teams were received in March 2017. A Review Team, comprised of individuals from the Road Map Advisory Panel, not directly engaged in any of the proposals, convened in late March to evaluate the proposals and develop recommendations for the Advisory Panel.

The Review Team evaluated each proposal based on the following questions:

1. Does the initiative further the Road Map objectives?
2. Does the initiative leverage other funding or resources?
3. Does what is proposed seem achievable?
4. Will the initiative advance London's economy?

Four of the seven proposals were approved for funding by the Advisory Panel on April 5, 2017. The approved projects are listed in the table below.

Project:	Submitted By:
1. Grow London – Strategic Communications Plan	Action Team 1: A city for entrepreneurs
2. London Founders Network	Action Team 2: A supportive business environment
3. Culture City	Action Team 3: An exceptional downtown, a vibrant urban environment
4. Apprenticeship Matters	Action 4: A top quality workforce

The financing process for the funded projects was completed in May 2017, and resulted in a total investment of \$102,500. Please refer to **Appendix B** for a detailed overview and update for each project.

Implementation Highlights 2015-2017

Positive progress has been made since the establishment of the Road Map. Some of the notable highlights include:

A city for entrepreneurs

- The Entrepreneur Support Network was established, consisting of member organizations that have a mandate to provide services that foster entrepreneurship in the community.
- London Inc. and Biz Grid created as online portals to promote organizations, services and resources available to support entrepreneurs.

A supportive business environment

- The City of London has created a mobile-friendly and easy-to-use online portal that provides an enhanced user experience for functions such as: access to the property inquiry system, ability to apply for residential and small plumbing permits, identify the status of applications under review and book or cancel inspections.
- London Founders Network established, a mentor network that matches senior, successful entrepreneurs with less experienced entrepreneurs in order to accelerate growth, build resiliency and create jobs.

An exceptional downtown, a vibrant urban environment

- Between 2016 and September 2017, the City issued eight loans valued at \$205,000 to property owners in the Downtown to upgrade and enhance their properties including façade and interior improvements. MainStreet London in the same period provided five Façade Grants valued at \$34,135 (with seven pending for \$48,000) and one Tenant Improvement Loan for \$35,000.
- Culture City program was created by the London Arts Council which immerses teachers and students in their local culture, participating in hands-on learning experiences related to the Ontario Civics Curriculum. The Companion Program, shaped from the Culture City program, is targeted to adults and focused on Cultural Tourism to London’s Core and is envisioned as part of a bid package for hotels, conference centres, host committees and any professional or volunteer group working to attract visitors to London.

A top quality workforce

- Creation of www.apprenticeshiptoolbox.com, a web portal for employers to promote the hiring of apprentices and guiding them through to completion.
- The Apprenticeship Network continues to actively promote and communicate the importance of apprenticeship to employers, job seekers and parents. Examples include hosting the Apprenticeship Champion Awards and the creation of the Apprenticeship Advantage series with CTV London.

A national centre of excellence for medical innovation and commercialization

- The Governing Council of the London Medical Network established a legally-incorporated Not-For-Profit entity called Medical Innovation Community Investment Corporation (MEDCIC) to serve as the holding company for the City’s contribution to the Network and the investment arm of the London Medical Network.

- The London Medical Network partnered with Renishaw plc. to develop a new 3D Health Solutions Manufacturing Centre in London and opened the ADEISS (Additive Design in Surgical Solutions) Centre.

DISCUSSION

Since the launch of the Road Map in 2015, a great deal has been accomplished and today, 85.2% of initiatives are complete or on target. Much of the work that has taken place has created open dialogue and led to increased cooperation and coordination between many of the numerous community partners involved in the Road Map.

There have been, however, some stakeholders who have withdrawn from the process as a result of workload, reporting structure and/or perceived incongruence with the goals of the Road Map. Other stakeholders have stayed involved but have voiced concerns related to governance, level of effort required to report on initiatives, and the effectiveness of the initiatives themselves.

Given these concerns, several discussions were held with both the Advisory Panel and Action Team Leads over the course of 2017 and into 2018 with respect to how we move forward with the Road Map. Specifically, these discussions gave consideration to the following questions:

- 1) What is working?
- 2) What is working, but is not adding value?
- 3) What is not working?
- 4) What is missing?

What is working?

- Members of the Advisory Panel and Action Team Leads agreed that coordination and collaboration amongst service providers has improved since the establishment of the Road Map.
- Many opportunities for ongoing dialogue and information exchange have been established, and, in fact, establishing these opportunities for dialogue and information exchange formed many of the 96 original action items within the Road Map.
- Positive progress has been made and as of December 2017, 85.2% of initiatives were noted as either complete or on target.

What is working, but is not adding value?

- In 2017, changes were made to the reporting mechanism, allowing Action Teams to adjust their action items to better reflect the current environment and work that is taking place. These changes improved the reporting process for Action Teams, however, given the number of initiatives and the lack of specific measures, progress remains onerous to track and report for the Action Teams and the benefits of such reporting are questioned.

What is not working?

- The initiatives noted within the plan tend to reflect the important work of individual organizations rather than being strategic for the greater community. This creates a lack of clarity and makes it difficult to define what is within the governance, mandate and approval authority of the Road Map versus that of a specific organization.
- The process for reporting on progress remains onerous. Reporting is duplicative as many of the priorities/initiatives are already reported through other mechanisms to Municipal Council.
- The Road Map is not nimble or agile in that Action Teams do not have the ability to adapt the plan as required and/or pursue alternate opportunities with increased autonomy.

What is missing?

- There is concern that the Road Map lacks leadership, focus and identity.
- When discussing leadership, concerns were voiced that there does not seem to be a clear 'owner' or leader of the Community Economic Road Map. While it is a community plan, the Advisory Panel is chaired by the City Manager and all reporting goes through the City of London and then to City Council. However, despite this, there is not agreement that the City of London should 'own' the Road Map.
- The Road Map lacks focus in that the priorities and initiatives are too broad and require the Action Teams to focus on too many things. As well, the success of many of the action items are difficult to measure.
- The perceived lack of leadership and focus makes it difficult to articulate and define both the

purpose and identity of the Road Map.

Moving Forward – Next Steps

Based on input received, and in consultation with the Advisory Panel and Action Team Leads, the Civic Administration is recommending the following actions be taken with respect to the Community Economic Road Map:

1) Acknowledge work and successes to-date

The Advisory Panel and Action Teams should be recognized for their work and successes achieved to-date with respect to the Road Map. To support this, the following actions should take place:

- a. A reception should be hosted by Municipal Council to thank all members and participants; and,
- b. The 2017 Annual Update on progress be received by Municipal Council.

2) Revisit ownership and governance of the plan

Given the concerns raised about leadership associated with the Road Map, the Advisory Panel and Action Team Leads should be engaged to review and recommend a new governance structure and ownership of the Road Map.

- a. A common theme among both the Advisory Panel and Action Teams was that the Road Map should not be 'owned' or led by the City of London. However, within the current governance structure, the Advisory Panel is chaired by the City Manager and all reporting goes through the City of London and then to City Council. To be successful, ownership and leads must be clearly identified for the plan; and,
- b. In reviewing the governance structure and ownership, consideration should be given to the 'natural owners' (leads) that already exist for specific priorities and portfolios.

3) Focus the Road Map

The Community Economic Road Map needs to be focused to reduce the number of initiatives and to allow for an identity to be developed. At this point the priorities identified are diverse and many are 'owned' by the City of London. In addition, the Road Map reporting requirements are often duplicative as other reporting mechanisms already exist. In order to increase the focus of the Road Map, the following actions should be taken with respect to the five priorities:

- a. Economic Priority #1: A city for entrepreneurs
 - i. There remains a need and opportunity to develop synergies and focus in the community to help support entrepreneurs;
 - ii. There continues to be a need to enhance the continuum of services available to entrepreneurs, including the visibility of service providers. Many organizations provide various aspects of services to entrepreneurs, but navigating the service continuum is not always simple or intuitive for the entrepreneur;
 - iii. Establish a common brand and access to entrepreneurial services to make them easier to find and less confusing;
 - iv. All organizations operating in this space that are funded by the City of London should be placed on a contract for services. This will assist in clarifying roles and responsibilities, as well as eliminating any duplication of effort or unnecessary overlap;
 - v. Many proposals have come forward recommending entrepreneurial hubs, particularly related to the technology sector. Significant collaboration will be required to avoid duplication and to ensure that programming and services meet the needs of entrepreneurs;
 - vi. The Action Team should discuss all remaining initiatives and rework as necessary, providing clear measures of success for any initiatives undertaken; and,
 - vii. Natural owner (lead): to be determined.

Recommended next step: Retain as an area of focus within the Road Map

b. Economic Priority #2: A supportive business environment

- i. Many of the initiatives in this priority involve improvement to City of London processes or programs currently taking place at the City of London. These programs and process changes are well underway and are reported through other mechanisms, this is a duplication of effort; and,
- ii. Natural owner (lead): City of London.

Recommended next step: Remove from Road Map; work will continue through other plans and projects, primarily through the City of London

c. Economic Priority #3: An exceptional downtown, a vibrant urban environment

- i. Many of the programs and projects identified as initiatives are underway or within the mandate of the City of London or other organizations funded by the City of London. They are already reported through other mechanisms, this is a duplication of effort; and,
- ii. Natural owner (lead): City of London.

Recommended next step: Remove from Road Map; work will continue through other plans and projects, primarily through the City of London and other community partners

d. Economic Priority #4: A top quality workforce

- i. This continues to be an area of great importance in attracting new businesses, as well as supporting existing businesses. If London is to succeed in retaining a global and mobile workforce, it must continue efforts to create a welcoming environment where diversity is celebrated and talent finds opportunity, career advancement and an engaged business community;
- ii. Working with our local educational institutions is integral to this priority and must be enhanced;
- iii. Working with local service providers to help build on talent and foreign trained professionals as well as helping to establish immigrant entrepreneurs;
- iv. The Action Team should discuss all initiatives and rework as necessary, providing clear measures of success for any initiatives undertaken; and,
- v. Natural owner (lead): to be determined.

Recommended next step: Retain as an area of focus within the Road Map

e. Economic Priority #5: A national centre of excellence for medical innovation and commercialization

- i. This is the only sector that is identified as a priority within the Road Map. All sectors identified in the LEDC's Strategic Plan (advanced manufacturing, food and beverage, digital creative, health care and life sciences, professional services) represent important sectors and London's strength for attraction and retention of businesses, not just health care and life sciences;
- ii. This project is reported through a number of different mechanisms, this is a duplication of effort;
- iii. Allow initiatives to continue under the London Medical Network Board of Directors and report through the other mechanisms in place; and,
- iv. Natural owner: London Medical Network.

Recommended next step: Remove from Road Map; work will continue under the leadership of the London Medical Network

4) Clarify roles of City of London funded organizations

The LEDC is the lead economic development organization that the City engages to provide a leadership role in this space. However, the City of London funds a number of organizations to provide economic development services in our community, including the Small Business Centre and TechAlliance. In order to clarify the roles and responsibilities of City-funded economic development organizations, the Civic Administration is recommending the following:

- a. The Purchase of Service agreement with the LEDC should be revisited to clarify and potentially enhance its role, particularly with respect to the regional aspects of economic development;
- b. Service contracts should be established for all City-funded economic development organizations to ensure clarity of roles and expectations; and,
- c. Measures, targets (including collaboration) and Council reporting requirements for all City-funded organizations should be established (which will replace and/or enhance many of the current Road Map reporting requirements).

5) Retain focus on collaboration

As was previously noted, the Advisory Panel and Action Team Leads acknowledge that there has been increased and improved collaboration and coordination between service providers since the establishment of the Road Map. This is an important aspect of the plan that should not be lost. While it is recommended that the Road Map priorities be focused and refined, the successful implementation of these priorities will require continued and significant collaboration, coordination and leadership to ensure that:

- a. Stakeholders continue to work together to promote London as a leader in commerce, culture and innovation – our region’s connection to the world; and,
- b. Greater focus must be placed on the need for a regional approach and a recognition that our neighbours’ success is our success and that everyone should benefit in the region’s prosperity.

The above-noted recommendations and associated actions will be the immediate focus of the Advisory Panel and Action Team Leads in 2018. A report back to Council on progress made to advance these recommendations will be brought forward in Q2/Q3 2018.

FINANCIAL IMPACT

At this time there is no financial impact noted in this report. However, it is acknowledged that the recommendations specific to Purchase of Service Agreements may have a financial impact in the future.

CONCLUSION

Since the establishment of the Community Economic Road Map, many successes have been achieved, which should be recognized and celebrated. Recent discussions with the Advisory Panel and Action Team Leads have recognized the positive progress made, but also the need to undertake a number of actions in 2018 to address concerns related to leadership, focus and identity. These include: 1) revisiting ownership and governance of the Road Map; 2) focusing priorities, initiatives and action items while recognizing natural owners (leads); 3) clarifying the roles and responsibilities of City-funded economic development organizations; and, 4) continuing to collaborate, working together to promote London and to adopt a more regional economic development focus.

PREPARED BY:	RECOMMENDED BY:
Rosanna Wilcox Director, Community and Economic Innovation	Martin Hayward City Manager

c. Senior Management Team

December 2017 – Annual Progress Report



LONDON'S COMMUNITY
ECONOMIC
ROAD MAP
2015 - 2020

Inspire | Innovate | Implement

Table of Contents

Economic Priority 1 - A City for Entrepreneurs	4
Why it's important?.....	4
Objectives.....	4
Results.....	4
Status Definitions.....	4
Initiative Progress.....	5 - 6
Economic Priority 2 - A Supportive Business Environment	7
Why it's important?.....	7
Objectives.....	7
Results.....	7
Status Definitions.....	7
Initiative Progress.....	8 - 13
Economic Priority 3 - An Exceptional Downtown and a Vibrant Urban Environment	14
Why it's important?.....	14
Objectives.....	14
Results.....	14
Status Definitions.....	14
Initiative Progress.....	15 - 20

Economic Priority 4 - A Top Quality Workforce	21
Why it's important?.....	21
Objectives.....	21
Results.....	21
Status Definitions.....	21
Initiative Progress.....	22 - 23
Economic Priority 5 - A National Centre of Excellence for Medical Innovation and Commercialization	24
Why it's important?.....	24
Objectives.....	24
Results.....	24
Status Definitions.....	24
Initiative Progress.....	25 - 27

Why is it important?

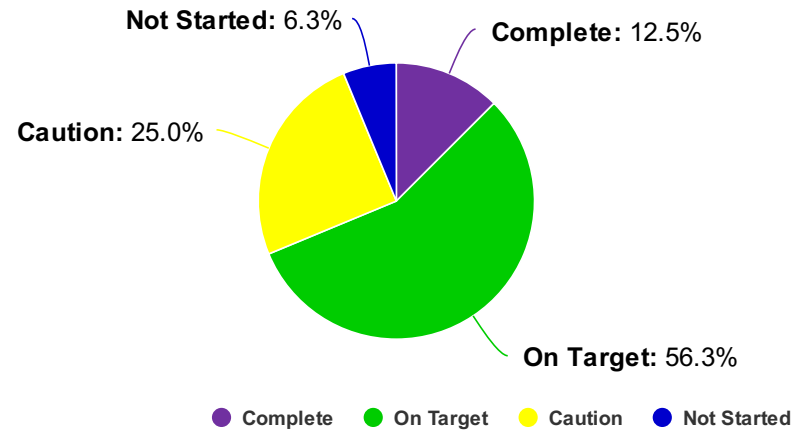
Entrepreneurship and organic growth are central components of any sound economic Strategy. Innovation-driven entrepreneurial activities and small business are increasingly being recognized for sustainable job creation. People express their creativity and diversity through entrepreneurship, so a greater level of entrepreneurial activity can positively impact how a community is perceived as advanced, open and welcoming.

Objectives

Objective








- Strengthen London's Entrepreneurship Support Network
- Address gaps in entrepreneurial services across the city
- Develop the city as an incubator for entrepreneurship
- Improve access to capital










A City for Entrepreneurs - Results



Status Definitions

- ✓ Complete: Initiative is complete (may include initiatives that are complete with ongoing activities)
- ↑ On Target:
 - Initiative has been started and is advancing well, in progress
 - Initiative is ongoing or is completed annually
 - New initiative undertaken and is on target
- Caution: Initiative has been started but may not be completed by target date
- Not Started: Initiative has not been started or Initiative has been transferred

Initiative	How are we doing it?	Status Update
<p> 1. Formalize a structure and terms of reference for the Entrepreneurship Support Network (ESN) outlining the roles and commitments of each party to the Council.</p>	<p>Ongoing monthly meetings of the Entrepreneurship Support Network (ESN).</p>	<p>The Entrepreneur Support Network (ESN) consists of member organizations that have a mandate to provide services that foster entrepreneurship in our community. Enhancements have been made to its terms of reference to provide a single frame of reference, talking points and shared ambition for the entrepreneurial sector.</p>
<p> 1.1. Hold quarterly meetings to update on progress made in major initiatives (both individually and regionally) and identify opportunities for collaboration.</p>	<p>Ongoing monthly meetings of the Entrepreneurship Support Network (ESN).</p>	<p>The ESN continues to meet regularly and collaborates on joint and group initiatives.</p>
<p> 2. Continue to work on a strategic direction for the ESN, including strategies to generate support and funding for the organization, leveraging municipal, provincial, and private sector resources.</p>	<p>Ongoing monthly meetings of the Entrepreneurship Support Network (ESN).</p>	<p>The ESN Terms of Reference identified three strategic priorities and subsequent committees that guide deliverables: Communications, Education & Mapping and Access to Capital. Sustainability plan and reporting parameters still to be completed.</p>
<p> 2.1. Create an advisory board of entrepreneurs to assist and inform the work of the ESN.</p>	<p>Each organization has its own advisory board / feedback mechanism for entrepreneurs that influences respective strategic plans. Information is shared with committee when appropriate.</p>	<p>Stakeholders have Entrepreneurs on individual boards, don't want to duplicate efforts. Part of annual reporting out possibly create entrepreneur group to find gaps in ESN, roll into other undefined event. Also promote through Cross Cultural Learner Centre (CCLC).</p>
<p> 3. Identify a working group composed of stakeholders from the ESN and the business community to map out existing resources and mandates. An internal working group of ESN.</p>	<p>Two directories of resources were created: BizGrid and London Inc. Mandates, goals, objectives, and strategies of each organization have not been mapped, nor have gaps been fully investigated and prioritized.</p>	<p>The ESN has convened community focus groups for the Strategic Communications Plan. Internal (ESN partner organizations) mapping is complete and enabling collaboration. Will continue to engage business community for more input.</p>
<p> 4. Create an on-line portal that promotes the full range of organizations within London's entrepreneurship ecosystem, the services and resources available to potential clients, and the pathways to navigate through the ecosystem.</p>	<p>London Inc.; Biz Grid</p>	<p>London INC has been regularly updated to ensure it provides an accurate and relevant list of organizations, services and resources available to all entrepreneurs. Ongoing collaboration between ESN partners. The BizGrid was updated in summer 2017, but not yet finalized and disseminated.</p> <p>London Inc. https://www.ledc.com/london-in-...</p> <p>Biz Grid http://www.pillarnonprofit.ca/...</p>
<p> 5. Engage Western University and Fanshawe College to contribute to the vision for entrepreneurship and innovation in London. ESN to Identify opportunities to develop collaborative entrepreneurship programming with Western (Ivey Business School etc.) and Fanshawe College.</p>	<p>Additional info needed from consultants regarding context. Fanshawe is engaged; Western is partially.</p>	<p>Leap Junction (Fanshawe) and Western Entrepreneurship are actively engaged with partners and providing exclusive programming: Ivey's Accelerator program and summer incubation programs offered at LEAP Junction and Propel.</p>

Initiative	How are we doing it?	Status Update
 6. Facilitate and connect the network of sector-based incubation and entrepreneurial development resources across the city, including protocols for referrals and client hand-offs.	Cross collaboration among existing resources.	Referrals and client hand-offs happen regularly. BURST Program (TechAlliance and London Medical Network partnership) provided 30 innovative med-technology companies access to mentoring and physical resources. Scale Up!, Food Processing Accelerator Program, (Small Business Centre and LEDC partnership) connects growing companies to industry leaders and expertise and to leverage small growth (Starter Company Plus) and two grants from the Ministry of Economic Development and Growth.
 6.1. Promote the growing network of for profit business and social enterprise incubation facilities that offer shared space and access to business expertise, as well as other support activiteis.	Initiative is being accomplished through items 4 and 7.	UnLondon and Pillar / Innovation Works continue to collaborate to ensure that entrepreneurs are fully enabled and no additional obstacles are created.
 6.2. Enhance technology incubation support	Cross collaboration among existing resources.	Some action has been taken on a consultant's report titled "Strategic Approach to Supporting Entrepreneurs in London". UnLondon has begun work to develop a comprehensive digital creative development strategy and will continue to engage with TechAlliance and LEDC to complete.
 7. Understand, communicate and support programs and participation networks for newcomer entrepreneurship.	Newcomers are currently engaged in existing programs and support, and ongoing communication effort is continued.	Small Business Centre has applied for three funding opportunities, although declined there still is commitment to this priority.
 8. Develop and deliver an annual, community-wide summit on entrepreneurship, highlighting the state of the sector, emerging trends, opportunities, and community performance. Identify and strengthen key existing events with the potential for growth.	There are a number of entrepreneurial events that complete components of this action item, but not all, e.g. London Inc.	Individual partners ran collaborative events that engaged the community. No specific community-wide event is planned.
 8.1. Assemble and maintain an up-to-date calendar of events focused on entrepreneurship and business development in London.	London Inc. has provided a chronological list of entrepreneurship events.	Calendar is updated regularly and accurately reflects the community collaboration
 9. Work with government funding agencies, Southwestern Ontario Angel Network and commercial lenders to facilitate access to capital for new entrepreneurs.	ESN working group has created an "Access to Capital" guide.	Access to Capital committee is resuming to consider new opportunities. Access to Capital document was updated in August 2017.
 9.1. Develop new relationships with external venture capital firms and angel investor networks to facilitate new sources of capital in London.	More opportunities will emerge.	No further progress.
 10. Develop a communications strategy that promotes awareness of available support services and programs available to small business owners.	ESN Communications Committee, London Inc. and BizGrid.	Communication strategy is in progress and will be launched in Q4. Special attention is being paid to encourage longevity.

Economic Priority 2 - A Supportive Business Environment

A Supportive Business Environment

Why is it important?

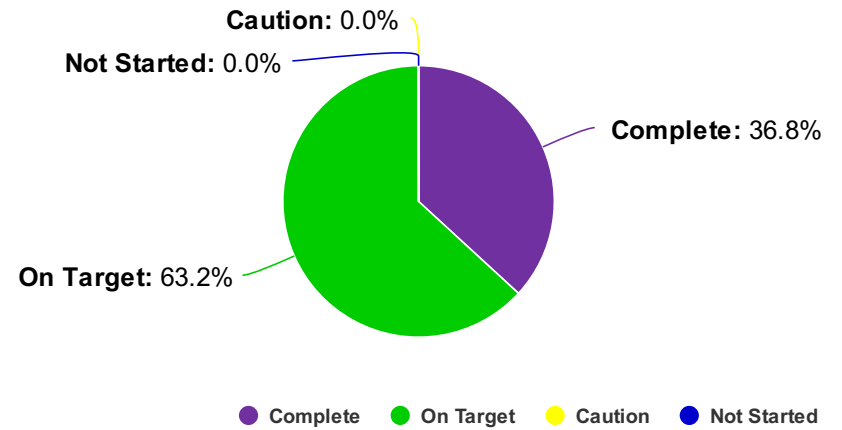
Economic growth does not happen without community and business organizations supporting business decisions to making investments in jobs, and capital. This is why the growth of the London economy depends in part, on our ability to remove barriers to innovation and entrepreneurship, and enhance the predictability and efficiency of business support services and a commitment to timely customer service when engaging business and investors.

Objectives

Objective

- [Demonstrate commitment to growing our business community](#)
- [Provide businesses the support to grow](#)
- [Enhance coordination with our economic development stakeholders to explicitly advance the initiatives within the Economic Road Map](#)




A Supportive Business Environment - Results









Status Definitions





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Initiative	How are we doing it?	Status Update	Attachments
<p>✓ 1. Continue to streamline the review and approvals processes for new residential, industrial and commercial development.</p>	<p>A comprehensive assessment of Municipal approval processes has been undertaken by Municipal staff to ensure they are efficient and effective. Next steps will include setting up a stakeholder task force who will prioritize approval process reviews with a lean six sigma lens.</p>	<p>SUBDIVISION process review has been COMPLETED.</p> <ul style="list-style-type: none"> • A working group of key stakeholders was established to tackle key issues such as: lengthy subdivision approval timelines (contributing to lot supply shortage); Application requirements; Design Study requirements among other things. • Result: submission requirements refined to consolidate detailed design reviews plus a more focussed scope for design studies. <p>SITE PLAN APPROVAL process review has been initiated utilizing Lean Six Sigma best practices.</p> <ul style="list-style-type: none"> • To Date, the process review has included a workshop with external stakeholders held June 22, 2017 with approximately 25 attending AND a process review workshop with internal stakeholders held July 7, 2017 with approximately 10 attending. The workshops were well received and resulted in a smaller working group(s) being established to get into the detailed process recommendations. • Industry and Staff continue to engage in discussions and are working to formulate process recommendations. • Expected completion: Q2 2018 <p>MOBILE FREINDLY PORTAL</p> <ul style="list-style-type: none"> • City of London, has created a mobile-friendly and easy-to-use online portal that will provide an enhanced user experience when using some of our services. • The portal offers such functions as: <ul style="list-style-type: none"> • access to our property inquiry system to view previous or existing development or permits • the ability to apply for residential and small plumbing permits • identify the status of applications under review, and • book or cancel inspections. 	

Initiative	How are we doing it?	Status Update	Attachments
		<ul style="list-style-type: none"> • The system is up and running with over 550 active users and growing. • Next steps: the intention is to add all types of building permit applications to the portal, and also some development applications and business licence applications. 	
 <p>1.1. Implement a business concierge program for major industrial to ensure predictability for end-users.</p>	<p>A SWOT industrial review team has been established for major industrial clients/developments. The purpose is to review and process major industrial clients/developments to ensure Development Approval timelines meet client needs.</p>	<p>A SWOT industrial review team has been established for major industrial clients/developments. The purpose is to review and process major industrial clients/developments to ensure Development Approval timelines meet client needs.</p>	
 <p>1.2. Identify process efficiencies through a Lean Six Sigma program.</p>	<p>Lean Six Sigma Pilot Project</p>	<p>The Lean Six Sigma pilot program identified improvements for service delivery and operational practices with efficiency in mind. 2 Lean Six Sigma Green Belt training sessions have concluded with 30 staff members having successfully completing their training, 24 of those have been certified as Lean Six Sigma Green Belt. 17 improvement projects were initiated within various service areas with 15 of those having been completed and reviewed by EzSigma for certification. The Strategic Management Team has endorsed a 2- year Lean Six Sigma Road Map with a focus on People, Processes, and the Customer. These areas of focus will drive specific process reviews ensuring our customers receive excellent service delivery.</p>	
 <p>2. Catalogue and promote an available supply of land and buildings throughout the City that reflects the broad range of market demand and opportunities for economic growth in London's core and emerging industry sectors.</p>	<p>City of London Realty Services is currently the primary caretaker of the Industrial Land supply of City Owned land and rely on the MLS for private sector listings. The site currently has outdated mapping and technological issues. LSTAR has been engaged and is working with the City to see if inventories can be linked.</p>	<p>City of London, Realty Services has catalogued and is promoting an available supply of land and buildings in the following ways:</p> <ul style="list-style-type: none"> • Information on City and Private lands and buildings available and updated regularly on our Industrial Website • Marketing brochures developed and shared with prospective clients and real estate brokers – example our Innovation Park lands • Promoting of our lands and other private opportunities through our Industrial Lands Officer and the LEDC office. <p>*note: this has been done on an interim basis – we are still working to get LSTAR's participation in assisting us in a new updated site which would include mapping.</p>	

Initiative	How are we doing it?	Status Update	Attachments
<p>✓ 2.1. Review the city's Incentive Programs offered under all of the Community Improvement Plans (CIPs) as well as consider requested new CIPs and incentive programs to ensure the effective use of the city's resources in the attraction of targeted investment opportunities.</p>	<p>City of London is conducting a comprehensive review of Community Improvement Plans (CIPs) and Incentive Programs. This review includes all existing CIPs, potential new CIPs, and new programs.</p>	<p>It being noted that not all recommendations within the review were supportive to business</p>	
<p>↑ 2.2. Implement the Council-approved Industrial Land Development Strategy (IDLS)</p>	<p>An ILDS monitoring and pricing report is presented to Council annually. The report includes a return on investment (jobs, taxes, etc.) analysis and summary of land sales to date.</p>	<p>See attached 2017 land inventory report.</p>	<p> 2017 ILDS Annual monitoring report.pdf</p>
<p>✓ 2.3. Evaluate opportunities to provide higher order office space in proximity to Highway 401.</p>	<p>The Official Plan and Zoning by-law have been reviewed to determine where and what types of offices are currently permitted. A zoning matrix has been prepared.</p>	<p>The existing City of London Official Plan and the pending London Plan do not contemplate stand alone offices along the 401 corridor. The Z.-1 zoning by-law currently permits a variety of secondary offices and offices associated with Industrial uses.</p> <p>The expected completion of the zoning matrix is Q4, 2017.</p>	
<p>↑ 3. Strengthen business retention, expansion, attraction and aftercare programs (BREAA) geared to London firms with 10-20 employees in existing focus and emerging industry sectors in partnership with Federal and Provincial government business support programs and services.</p>	<p>New and existing initiatives within support organizations will be ongoing and include providing resources and services to business in the targeted sectors and employment range.</p>	<p>While LEDC provides investment attraction services, both LEDC and TechAlliance have company focused retention/growth strategies and complimentary services for these companies. The London Chamber of Commerce also provides Export Ready programs for companies of this size.</p>	
<p>↑ 3.1. Monitor and promote local small business success stories.</p>	<p>Utilizing a range of promotional channels including LEDC's London magazine, YouTube channels, local print, newsletters and social media.</p>	<p>Increased promotion of small businesses through a wide range of channels such as YouTube, local print and online news like Business London and LEDC's London Magazine, email newsletters, events, and social media. Community-driven success stories are creating a unified front for London's diverse economy. Together these initiatives provide a cohesive message for London organizations to promote and share the success and growth that they have found in the city.</p> <p>http://magazine.ledc.com/</p>	

Initiative	How are we doing it?	Status Update	Attachments
<p> 4. Support the implementation of London Economic Development Corporation's Strategic Plan and its efforts to attract and retain business investment across the city's core industry sectors (e.g. food processing, life sciences, manufacturing and digital creative)</p>	<p>LEDC is a strategic partner of London's Community Economic Road Map which is supported through LEDC's Strategic Plan.</p>	<p>The City continues to support the LEDC's Strategic Plan as it compliments and aligns with the Road Map. The City has signed a 5-year PSA with LEDC which continues until June 30, 2019. The Corporation agreed to purchase from the LEDC and the LEDC agreed to provide the Corporation economic development services.</p>	
<p> 5. Ensure that the mandate, services and programs of LEDC are in alignment with the City's Strategic Plan.</p>	<p>LEDC's strategic plan supports London's Community Economic Road Map and ultimately the City of London Strategic Plan.</p>	<p>The mandate, services and programs of LEDC continue to be in alignment with the Council's Strategic Plan, particularly the "Growing Our Economy" area of focus. And this area of focus is supported by London's Community Economic Road Map.</p>	
<p> 6. Advance the development of London's Smart City Strategy. Work with the London's development community and landowners, as well as other stakeholders to ensure our physical and built environment supports SMART technology (e.g. mobile hotspots, fibre wiring, and broadband improvements).</p>	<p>By continuing to advance the Smart City Strategy.</p> <p>The Smart City project was launched September of 2016 which is intended to provide a strategy that will focus on four key areas, smart living, smart infrastructure, smart economy and smart decisions. A project team comprised of members from the City of London, London Hydro, LARG*net and LEDC has been established and is working with the consultant, IBI.</p>	<p>Presentation of Future Cities Strategy to Strategic Priorities and Policy Committee (SPPC) of Municipal Council for approval in Q2 2018.</p>	
<p> 6.1. Explore the opportunity for a Mayor's Task Force to consider the future of technology and the implications for the city's future competitiveness and business growth opportunities.</p>	<p>Pending results of the Smart City Strategy</p>	<p>Get the proper organizations together to discuss this action step and what the task force would look like and accomplish once the Smart City Strategy has been completed.</p>	
<p> 7. Investigate the need for a business concierge program for small businesses in relation to the City of London regulatory environment.</p>	<p>Service London and the London SBC are actively implementing appropriate services.</p>	<p>The renovation to the Service London Business Hub was completed in the Fall of 2017. The staffing of the Business Hub is being finalized in the Fall of 2017. The Service London Business Hub is in the lobby of City Hall, and will provide small businesses with coordinated business information and services.</p>	

Initiative	How are we doing it?	Status Update	Attachments
<p> 8. Explore opportunities to bridge any small business support programming gaps and leverage Federal and Provincial programs and business supports for future needs.</p>	<p>Exploring federal and provincial programs that could be leveraged to fill programming gaps.</p>	<p>Service London Business continues to work with external partners and the small business community in establishing business guides. Service London Business has created a Municipal Policy position that will continue to work and collaborate with external partners to address gaps in information and services.</p>	
<p> 9. Transition the current Partnership Panel Steering Committee into the Economic Partnership Advisory Panel, which will include three additional members. This group will be tasked with overseeing the progress of the Economic Road Map and suggest any changes taking place in London that might influence the actions in the strategy.</p>	<p>14 member Economic Partnership Advisory Panel</p>	<p>The transition of the Partnership Panel Steering Committee into the Economic Partnership Advisory Panel has been completed. Currently, the Advisory Panel is comprised of 13 members.</p>	
<p> 10. Engage and connect economic development and community development organizations to build collaboration and leadership through in an annual information exchange as it relates to the implementation of the Road Map. Including sharing of key goals or initiatives being pursued in the upcoming fiscal year and the progress they are making against their strategic plans and objectives of the Community Economic Road Map where applicable.</p>	<p>This information exchange will be part of the annual Community Economic Road Map update event which will be developed by the Economic Partnership Advisory Panel.</p>	<ul style="list-style-type: none"> • The Advisory Panel members have been meeting quarterly and Action Teams have been meeting on a regular base respectively. The Economic Road Map has brought people come together to work collectively. • In October 2017, the Economic Road Map Advisory Panel members and Action Teams Leads met to do the status check to discuss how the Road Map was progressing and plans for future efforts. 	
<p> 10.1. Prioritize City funding to existing municipally funded economic development organizations (focused on business attraction and retention) which demonstrate their activities' alignment and support for advancing the Economic Road Map.</p>	<p>Municipally funded Economic Development organizations are required to provide annual strategic plan updates and identify how those plans align with the Road Map (LEDC, SBC, TA). Funding allotted will be based on services provided and alignment with the Road Map, as reflected in PSA's or grants.</p>	<ul style="list-style-type: none"> • On December 6th, 2016, Council allocated \$100,000 in 2017 for London's Economic Road Map projects. • The Advisory Panel approved 4 out of 7 proposals in 2017, for a total investment of \$102,500. 	

Initiative	How are we doing it?	Status Update	Attachments
<p data-bbox="100 375 134 407">↑</p> <p data-bbox="149 329 554 461">11. Work with area municipalities to define opportunities to collaborate around regionally significant economic development initiatives that advance the competitiveness of London and Area (e.g. regional transportation improvements).</p>	<p data-bbox="579 355 1016 435">Mayors of Southwest Ontario (MOSO) chaired by Mayor Brown focuses on exploring and prioritizing key advocacy areas for joint work.</p>	<p data-bbox="1062 147 1520 643">The City of London has continued to provide strategic support and leadership as the secretariat to the Mayors of Southwest Ontario (MOSO) caucus. The mayors convened on four occasions throughout 2017 to advance key advocacy priorities, including directly with Provincial Finance Minister Charles Sousa. On May 19, 2017 Premier Kathleen Wynne, Transport Minister Steven Del Duca, and Minister Deb Matthews announced that the province is moving forward on High-Speed Rail that will connect Toronto to London and through to Windsor. Premier Wynne has committed that the Toronto – London corridor will be fully operational in 2025. Ensuring that local governments are at the decision-making table remains a top advocacy priority for MOSO and their respective communities.</p>	

Why is it important?

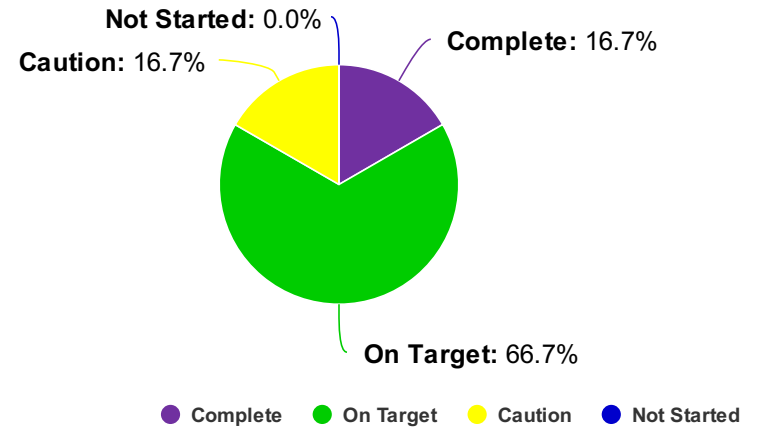
London's Urban Core, Urban Centre and Urban neighbourhoods play a central role in shaping the life of Londoners and are a reflection of the city's traditions and aspirations. London's Urban Core, Urban Centre and Urban neighbourhoods, and associated quality of place, are the cornerstone of its value proposition to attract new residents and businesses alike. Investing in London's Urban Core, Urban Centre and Urban neighbourhoods is a necessity to ensuring the continued growth and prosperity of London for generations to come.

Objectives

Objective





- Improve the City's urban environment
- Create a vibrant, attractive and competitive urban core
- Enable a rich variety of cultural, sporting, and entertainment events and activities in the Downtown and surrounding urban neighbourhoods



An Exceptional Downtown and a Vibrant Urban Environment - Results






Status Definitions

- ✓ Complete: Initiative is complete (may include initiatives that are complete with ongoing activities)
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Initiative	How are we doing it?	Status Update
<p> 1. Continue to support and resource the implementation of "Our Move Forward - London's Downtown Plan (Council approved April 14, 2015)".</p>	<p>Dundas Place Canada 150 CIP Covent Garden Rink LiveWorkLearnPlay was contracted by Downtown London.</p>	<p>1. The progress of the 10 Transformational Projects: (1) Dundas Place - The Environmental Assessment (EA) was completed in early 2017. The rest of 2017 has been spent on the detailed design of the street. A community meeting is scheduled for November 8, 2017 to unveil the design. A budget amendment is coming forward this fall for the Dundas Place Management Office to hire a Dundas Place Manager; (2) Forks of the Thames - update separately; (7) Market District - The Covent Garden Market received \$200,000 funding from Canada 150 Community Infrastructure Program Intake Two to upgrade its Rink System;</p> <p>2. Contracted by Downtown London in 2016 to create a vibrant and competitive downtown for London, LiveWorkLearnPlay completed a 3+phase report including a Reconnaissance and Strategic Analysis, a Market Study, an activation plan and a targeted leasing plan. in 2018 Downtown London will launch a targeted leasing plan to improve the tenant mix and encourage investment in the core.</p> <p>The link to the State of Downtown Report 2015 & the previous State of Downtown reports: http://www.london.ca/business/...</p>
<p> 1.1. Establish working committees to prioritize the action items within the Downtown Master plan.</p>	<p>Working Committees have already been created</p>	<p>Working Committees have already been created.</p>
<p> 1.2. Develop an internal resourcing model to ensure the continued implementation of prioritized actions.</p>	<p>Core Area Steering Committee</p>	<p>In March 2017, The City created the Core Area Steering Committee, Core Areas Co-coordinating Team, and Committee Service Coordinating Team. Consist of directors from 5 service areas: Planning, Engineering, Neighbourhood, Children and Fire Service, Parks and Recreation, and City Manager's Office.</p>
<p> 1.3. Develop new policies and by-laws and enforce existing policies and by-laws to enhance the economic and social well-being of Downtown which may include implementation measures related to economic development, building rehabilitation, urban design guidelines and public safety.</p>	<p>By-laws such as those related to Building Safety & Noise. Policy and regulations changes.</p>	<p>The Music, Entertainment & Culture District Study has been adopted by Council except for the pages related to noise and hours of operation. The By-law amendment to remove Section 4.18 5) has been appealed to the Ontario Municipal Board and is awaiting scheduling of a hearing. The suggested new target end date is December 31, 2019.</p>

Initiative	How are we doing it?	Status Update
<p> 2. Continue to support and resource the implementation of the Cultural Prosperity Plan.</p>	<p>Establish Culture Districts; London Artist In Residence Program; Community Arts Investment Program (CAIP); Culture Mapping on City Map; Public Art; Canada 150 Infrastructure; Establish and implement strategic initiatives that align with the London Music Strategy - Education and Networks; The Music, Entertainment & Culture District Study; Music Census Inventory; Country Music Week; Canada 150 Celebration; Youth Programming; Music Events and Festivals; Continue to animate the downtown with a wide variety of public spaces, public art, culture, as well as formal and informal programming that appeal to a wide range of age groups and segments of the population.</p>	<ul style="list-style-type: none"> • Canada 150 Community Infrastructure Program Intake 2 \$1,180,000 granted to: Covent Garden Market, Outdoor Rink, Constitution Park Enhancement, Kiwanis Park Rec. Pathway System, Queens Park Enhancement. Ontario 150 Community Infrastructure Program SesquiFest \$70,000 and Ontario 150 Partnership Program Targeted Youth Leadership Program \$55,000. • Canada 150 London Signature Event List: New Year's Eve 2017- December 31st, 2016; Earth Day 150 Weekend-April 21-23, 2017; Sesquifest- June 29-July 3, 2017; Canada Day- July 1, 2017; New Year's Eve 2018. • London Community Foundation (LCF): LCF has made \$150,000 in grants to projects celebrating Canada's 150th in 2016 to be initiated over 2017, and anticipates a further \$100,000 during 2017. • The London Artist In Residence Program (LAIR) program is in its fourth year in partnership with the school boards and the Ontario Arts Council and London Community Foundation. The program provides job opportunities to local artists in classrooms (2016-17: 10 artists in 100 classrooms reaching 2500 students). • Community Arts Investment Program funding has been directed to accomplish specific outcomes of: a development acceleration stream of six arts organizations, poet laureate, Indigenous Artist in Residence, London Arts Live displays of culture by individual artists and operating, project and artist and artist collective streams of CAIP. • The Music, Entertainment & Culture District Study has been adopted by Council except for the pages related to noise and hours of operation. The By-law amendment to remove Section 4.18 5) has been appealed to the Ontario Municipal Board and is awaiting scheduling of a hearing. • The London Arts Council (LAC) Market Lane programs include London Arts Live and the Poet Laureate Presents Poet's Passage to provide interactive arts programming for Market Lane. • The Report recommending the London Music Industry Development Officer Position be made permanent and referred to the 2018 budget review process was presented to SPPC on May 29, 2017.
<p> 2.1. Establish working committees to prioritize the action items within these plans.</p>	<p>Working committees have already been created</p>	<p>Working Committees have already been created</p>

Initiative	How are we doing it?	Status Update
<p> 2.2. Develop an internal resourcing model to ensure the continued implementation of prioritized actions.</p>	<p>Economic Road Map funded project</p>	<p>London Arts Council (LAC) Culture City is a new program of the LAC designed in 2016. Culture City immerses teachers and students in their local culture, participating in hands-on learning experiences related to the Ontario Civics Curriculum. The Companion Program is the funded project for this action team which focuses on Cultural Tourism to London's Core, has been shaped from the basis of the Culture City program. It is envisioned that this program will form part of a bid package for hotels, conference centres host committees and any professional or volunteer group working to attract visitors to London.</p>
<p> 3. Continue to engage London's property owners to upgrade and enhance the state of properties in the downtown and other Community Improvements Incentives(C.I.P.s). (rehabilitation of existing buildings)</p>	<p>Community Improvement Incentives (CIP) & MainStreet London Incentives</p>	<p>Between 2016 and September 2017, the City issued eight loans valued at \$205,000 to property owner's in the Downtown to upgrade and enhance their properties including façade and interior improvements. The number of loans issued was less than previous years, but this may be a result of property owners waiting until 2018 when the eligible loan amounts are increased. MainStreet London in the same period provided 5 Facade Grants for \$34,135.00 (with 7 pending for \$48,000.00) and 1 Tenant Improvement Loan for \$35,000.00.</p>
<p> 3.1. Continue the use of development incentives to attract needed investment to the downtown core and surrounding urban neighbourhoods as it relates to the City's Community Improvement Plan (encouraging investment of new buildings).</p>	<p>Development Incentives</p>	<p>In the Downtown and Old East Village, the City offers a grant to cover the cost of residential Development Charges in an effort to encourage residential intensification and infill development. Between 2016 and September 2017, three new apartment buildings took advantage of the DC grant program resulted in the creation of approximately 570 new residential units.</p>

Initiative	How are we doing it?	Status Update
<p>4. Advance the London Community Foundation's "Back to the River Project" as a way to forge active linkages with the downtown and broader community.</p>	<p>Back to the River (BTTR) Initiative</p>	<ul style="list-style-type: none"> ● London Community Foundation (LCF) continues to mobilize around an inaugural project at the Forks of the Thames. The City of London is progressing with the One River EA with preliminary emphasis determining whether to repatriate the Springbank Dam or decommission it permanently. A report was submitted to council in Sept detailing how the EA would progress. Two Public Information Centres are being held. In early December, a recommendation on what to do with the dam will be presented. A series of community consultations are in progress. ● Once the Springbank Dam recommendation has been made to Council, next steps focusing specifically on the Forks of the Thames will proceed with public input once again. LCF will be part of this table. ● London Community Foundation has received an anonymous gift of \$1M from lead donor toward the Forks inaugural project. Second part of this lead gift from other donors is pending. Lead donors will set milestones with LCF and the City for release of capital. If milestones are not met, capital may be redeployed. ● A lead donor has made a pledge to kick start the SoHo inaugural work. LCF has a total of \$500K in hand for this second inaugural project, which will increase with the donor pledge fulfillment. ● LCF has received a grant through the McConnell Foundation to fund the process of planning future structure of Back to the River as a separate entity.

Initiative	How are we doing it?	Status Update
<p>5. Promote the range of cultural institutions and entertainment offerings, events and programs in the downtown and surrounding urban neighbourhoods. Support the economic sustainability of individual tourism and hospitality businesses.</p>	<p>Tourism London Ongoing Business; Culture & Entertainment Tourism Marketing Plan; Tourism London: Music Tourism Strategy; Support Individual Tourism and Hospitality Businesses.</p>	<p>Confidential nature of ongoing bids and RFPs is not for public disclosure. Work continues to develop London as a culture and entertainment destination and Tourism London has been recognized nationally and internationally with several awards including:</p> <ul style="list-style-type: none"> • 2017 Presidents Award – Music Canada (National Music Award to London Music Officer and Director of Culture & Entertainment Tourism of Tourism London). • In the partnership with Downtown London: <ul style="list-style-type: none"> • 2016 OBIAA Marketing Award – Ontario Business Improvement Area Association. • 2016 IDA (International Downtown Association) Marketing & Communications Award • Downtown London received the International Downtown Association Pinnacle Award for its contributions to Fanshawe College Downtown Campus. <p>Launch of Neighbourhood video series, promoting London's cultural and culinary gems (Old East Village, Wortley Village, Byron and soon to be released Hamilton Road area and SOHO with others to follow).</p> <p>Hosted tremendously successful CCMA Awards in 2016. Hosted the 2017 Country Music Association of Ontario (CMAO Awards) in London for the first time – and expanded the programming of this provincial association to include more events.</p> <p>Additional marketing resources (financial) are required as we continue to expand our marketing plan.</p>

Initiative	How are we doing it?	Status Update
<p>6. Promote the attraction and development of major sport, convention and music events to enhance visitor spending and maximize business opportunities; hotel occupancy and revenue growth.</p>	<p>Promote Major Sport, Convention and Music Events;</p>	<ul style="list-style-type: none"> ● 2016 Conference Board of Canada report indicates Tourism in London Ontario to have a \$737 million impact including over 2.1 million overnight visitations. ● Tourism London submitted a bid to host the 2019 JUNO Awards / City Council fully supported a request for \$500k in funding towards a bid fee if successful. ● Strategies and Tactics utilized by Tourism London to acquire major event and convention business is proprietary due to the competitive nature and not for public disclosure. ● Upcoming Major Sporting Events include: <ul style="list-style-type: none"> ● 2018 Ontario Summer Games ● 2018 Continental Cup of Curling ● 2018 USport Women's Hockey Championships ● 2018 OFSAA Boys Volleyball ● 2017 OFSAA Girls Basketball ● 2018 World Jr.'s Team Canada Exhibition Hockey Game ● 2018 Hockey Canada Foundation Golf and Gala ● The legislation was approved by the Ministry of Tourism, Culture and Sport on November 24th which allows municipalities to impose a levy on hotels for the purpose of developing the Tourism Sector, funds to be utilized by Tourism London for major event bids, event acquisition and economic development. The new regulations will provide municipalities with the flexibility to determine the design, administration and collection of the tax. The regulations also recognize the importance of tourism in Ontario communities by maintaining funding to existing tourism organizations that have benefited from Destination Marketing Fees (DMF) in the past. ● LCC/TL partnered Ottawa convention office – ongoing. ● LCC economic impact on pace for \$18-\$19 million in 2017. ● Convention efforts by entire London team has secured the Global Student Leadership Summit in April 2018 which will attract 3000 delegates each day over 3 days to be London's largest Downtown convention hosted to date.

Economic Priority 4 – A Top Quality Workforce

A Top Quality Workforce

Why is it important?

As the battle for talented workers continues, cities have realized that to remain competitive they need to be more effective in attracting and retaining a global workforce. Given the level of mobility that is often associated with today's workers, the challenge for London is to create a welcoming environment where talent finds opportunity, career advancement and an engaged business community. While attracting and retaining workers is paramount, so is the city's openness to diversity and immigrants.

Objectives

Objective



- [Ensure local employers have access to the talent they require](#)
- [Bolster the local and regional supply of skilled trades and STEM \(science, technology, engineering, and math\) occupations.](#)
- [Promote the importance of diversity and inclusivity as drivers of London's workforce and economy](#)
- [Encourage deeper connections between post-secondary students and the city](#)



A Top Quality Workforce - Results



Status Definitions

- ✓ Complete: Initiative is complete (may include initiatives that are complete with ongoing activities)
- ↑ On Target:
 - Initiative has been started and is advancing well, in progress
 - Initiative is ongoing or is completed annually
 - New initiative undertaken and is on target
- Caution: Initiative has been started but may not be completed by target date
- Not Started: Initiative has not been started or Initiative has been transferred

Initiative	How are we doing it?	Status Update
<p>  1. Strengthen London's local workforce retention and attraction strategy and ensure local employers have access to the talent they need. Use employment projections and job demand data to inform future skills and hiring demand. </p>	<p>Collect and publish success stories; Promoting local jobs and projection data in the community; Annual Employer One Survey;</p>	<p>LEDC continues to work on initiatives to attract talent from outside of London (job fairs, etc.); also working with Fanshawe and Western to attract students. Success stories can be found on: www.london.ctvnews.ca/works.</p> <p>A series of labour market bulletins were created posted on worktrends.ca.</p> <p>Greater participation in the EmployerOne Survey within specific sectors is needed from business community in order make the survey statistically valid. Organizations can help by making personal asks to their members/ business contacts. 2017 had 368 usable surveys. The results and findings for the 2017 survey are on www.worktrends.ca and www.employerone.ca</p> <p>A data working group has been formed, led by the LEPC, to develop employment projections to be published in 2018.</p>
<p>  2. Promote and communicate the importance of apprenticeship to employers, job seekers and parents. Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth. </p>	<p>Determine current numbers as a benchmark. Current information is being gathered by the school boards and post-secondary institutions so that we can share the information with employers;</p> <p>The Apprenticeship Network, The Employer Champion Awards, Presentations, Community Outreach;</p>	<p>A web portal to promote the hiring apprentices and guiding them through to completions has been created for employers: www.apprenticeshiptoolbox.com.</p> <p>A report has been created and published in a PowerPoint with current labour information on London Economic Region apprenticeship signings The Apprenticeship Network is hosting their Apprenticeship Champion Awards with 20 nominees on November 16, 2017.</p> <p>The Apprenticeship Network continues to actively promote apprenticeship to employers, job seekers and parents. They have also attended and will be attending events to promote apprenticeship to service providers.</p> <p>The Apprenticeship Advantage series with CTV London will start to air in January, 2018. This series will be supported by the City of London through the funding provided to Team 4.</p>

Initiative	How are we doing it?	Status Update
<p> 3. Showcase and celebrate the diverse backgrounds of Londoners. Increase supports and profile of community partnerships supporting diverse and inclusive hiring, retention practices, and immigrant workforce integration.</p>	<ul style="list-style-type: none"> - Working through existing champions and business awards programs -Pride Awards -Ability First Awards - Social Media Campaign - Support the work of LMIEC - Measure number of foreign students and their participation. Help connect them to employers. Programs include Student 2 Business, Student Employment Services, WIL - gather some success stories. Help businesses understand how to hire an international student - Chamber could host employer forum. Setting out the 2017 calendar of events. 	<p>Members of Team 4 continue to work on a number of local initiatives.</p> <p>LMIEC has been re-branded as Immploy: http://immploy.ca/.</p> <p>Pride London held their Awards on July 21 and recognized 4 individuals, organizations and businesses who support the LGBTQ2 communities.</p> <p>The Ability First Coalition is holding their Awards on November 10 recognizing 25 employers who have hired and retained persons with disabilities.</p> <p>The Employment Sub-Council for the LMLIP is creating an Awards for employers who hire and retain immigrants.</p> <p>Immigration Strategy: A terms of reference for the steering committee who have developed a vision, and mission statement. The vision of the strategy is that "Newcomers choose London as Canada's leading community to live, learn and work." The mission is to "successfully attract, integrate and retain Newcomers, in particular international students, skilled workers and entrepreneurs, to and into the local economy and society."</p>
<p> 4. Increase the number of local internship opportunities for secondary and post-secondary students.</p>	<p>Create strategies, targets, and baseline for available internship opportunities</p>	<p>An Experiential Learning working group is coordinating discussion between secondary, post-secondary and community-based programs that are all looking to increase the number of local internship/co-op/work placements as required in their contracts with their founders.</p> <p>The Business Education Network continues to meet quarterly and keeps the web portal http://tomorrowsworkforce.ca/ up to date. The web portal is promoted to students, educators and employers.</p>

Why is it important?

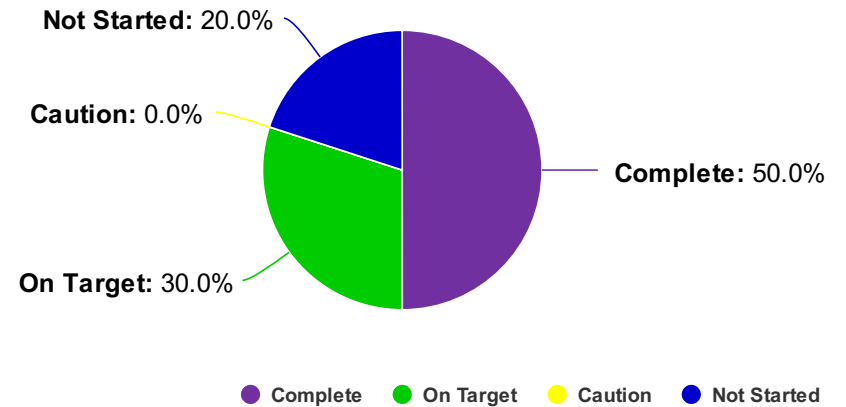
London's medical sector is one of the largest and most comprehensive in the country. London's medical and scientific sector specializes in a wide range of established and emerging areas of research excellence. With the formation of the London Medical Network (LMN), the city of London has the opportunity to be at the leading edge of global medical advances and applications that will advance local investment and industry growth in the healthcare sector for years to come.

Objectives

Objective

- Develop a globally significant brand that will advance the growth of the city's cluster of healthcare research and enterprises
- Foster greater collaboration between the London Medical Network, local and regional economic development stakeholders and the business community
- Ensure the necessary infrastructure is in place to enable the attraction of new industry partners and healthcare enterprises
- Contribute to job creation and wealth creation in London

A National Centre of Excellence for Medical Innovation and Commercialization -



Status Definitions

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Initiative	How are we doing it?	Status Update
<p>✓ 1. Define the national Centre of Excellence for medical innovation and commercialization. What is it and how will it work? Articulate how the LMICN will be used as a tool to advance this long term visions.</p>	<p>London Medical Network Strategic Plan</p>	<p>Over the past two years, leaders from across the city's health care community have collaborated on the creation and development of a globally-renowned medical innovation network that will focus on resolving some of the world's more challenging health care problems and then commercializing these advances for economic and social gain. To accomplish this vision, the London Medical Network (LMN) has developed a Strategic Plan.</p>
<p>● 2. Prepare a comprehensive sector profile that showcases London and Area's medical innovation and commercialization assets that includes manufacturers of healthcare products, high tech companies, research facilities, research parks, venture capital support, workforce support, industry/research leaders etc.(e.g. www.montrealinternational.com)</p>	<p>Aggregated current and available health care employment for both public and private sector organizations.</p>	<p>There has been no progress on this task. The LMN is completely reliant on seconded operating resources and those commitments have been directed to other priorities.</p>
<p>● 3. Work with the London Medical Innovation & Commercialization network (LMIC) to develop a marketing plan for London's medical and scientific sectors that raises London's profile as a centre of expertise in medical research and commercialization and supports the recruitment of targeted companies, entrepreneurs, investment and talent.</p>	<p>Currently utilizing in house marketing capabilities. Contracted out logo and initial web design.</p>	<p>There has been no progress on this task. The LMN is completely reliant on seconded operating resources and those commitments have been directed to other priorities.</p>
<p>✓ 3.1. Launch a PR initiative that clearly communicates the role and responsibilities of LMICN. Clearly articulate how the LMICN ties into the broader vision of London becoming a national Centre of Excellence for medical innovation and commercialization.</p>	<p>Currently utilizing cost-effective guerrilla marketing approaches. Advancing newsworthy reports to regional media as they arise.</p>	<p>Annual updates are provided to Council and Community. Updated the Federal and the Provincial Ministries. Governing Council Members continually provide updates to staff and colleagues.</p> <p>The network will continue to provide community updates through the publication of success stories and annual progress measurement. The network will continue the current approach. Focus on success stories and outcomes.</p>

Initiative	How are we doing it?	Status Update
<p>✓ 4. Identify a sector ambassador (CEO) that can effectively expand on the city's extensive healthcare and research strengths and engage government, business and investors in the opportunities associated with medical discovery and commercialization activities in London.</p>	<p>All Governing Council (GC) and Advisory Team members currently serve as Ambassadors as part of their role.</p>	<p>Initial LMN (London Medical Network) governance, advisory and operating structure has been established (20 team members). Recognizing the broad and diverse nature of London's health care community, the London Medical Network and the leadership team that governs it must be structured in a manner that maximizes member engagement, strategic thinking, flexibility, and collaboration. The LMN also must be ruthless in focus and unwavering in its commitment to deliver on its economic development and social promise. However, the Network also must be mindful of each member's own organizational mission and operational mandates. To this end, the Network established a nine-member Governing Council (GC) comprised predominantly of experienced leaders from the medical sector, institutions, civic government and the private sector to lead the initiative. This virtual organization prepared the strategic plan and assumed responsibility for strategic oversight for the community's entire medical innovation initiative.</p> <p>Medical Innovation Community Investment Corporation (MEDCIC) has been established and funded. The Governing Council established a legally-incorporated Not-For-Profit entity called MEDCIC to serve as a holding company for the City's contribution to the Network and the investment arm of the LMN.</p>
<p>↑ 5. Identify new opportunities for strategic partnering with other organizations and institutions that focus on key priority areas that support collaboration and networking.</p>	<p>Remain open new partnerships as opportunities arise.</p>	<p>LMN has completed the Renishaw partnership and opened the ADEISS Centre. The LMN is negotiating two additional partnerships in the medical innovation space.</p>
<p>✓ 6. Advocate for a best in class approach to Intellectual Property (IP) policies on the part of the city's post-secondary institutions as a means to encourage a higher degree of spin-off development and commercialization activity in London.</p>	<p>WORLDDiscoveries (WD) has already implemented progressive Inventor-choice policy.</p>	<p>WORLDDiscoveries has already introduced "Inventor-Choice" program to promote spin-off development. Considered most progressive IP policy in North America. Launched Proteus with TechAlliance to stimulate new IP commercialization.</p>
<p>✓ 7. Convene business and institutional partners annually to report on the progress and results of implementing the LMIC Network Strategic Plan and address barriers and opportunities as they arise.</p>	<p>Currently report to LMN Governing Council, Advisory Teams, Western Execs, Research Teams, Foundations, Partners, City quarterly.</p>	<p>The network will continue to provide updates to all stakeholders as needed. Founding partner Joint Venture Agreements have been executed (Western University, Lawson Health Research Institute, London Health Sciences Centre, St. Joseph's Healthcare London). The Governing Council (GC) institutional members also entered into a Joint Venture Agreement (JVA) to ensure broad collaboration, and lend structure and credence to the decisions made by members on behalf of the Network. The JVA ensures that the GC serves as the nexus for the LMN's initiation, incubation, acceleration and maturation. It also ensures that all decisions are vetted collectively by London's health care leaders and are always made with the best interests of the Network and the community in mind.</p>

Initiative	How are we doing it?	Status Update
<p>↑ 8. Work with our strategic partners to develop relationships with external venture capital firms, angel investors' networks and senior levels of government that will improve access to capital in London.</p>	<p>Submitted applications to potential funding agencies. Awaiting new program announcement to continue pursuit.</p>	<p>The LMN has initiated a new funding proposal to support the development of two Industry Development Centres, one at Robarts Research Institute and one at the Lawson Health Research Institute. The timing associated with this funding request is unknown at this time.</p>
<p>↑ 9. Initiate projects that contribute net new jobs and investment to the City through acquisition, attraction, new company development and talent retention.</p>	<p>Concurrently pursued first 3 initiatives that create jobs and attract investment. Western added 1st two Chairs.</p>	<p>The LMN opened the new Addictive Design in Surgical Solutions (ADEISS) Centre in May 2017 and it is now operational. The current team from Western, Robarts and Renishaw have been diligently working through the ISO certification and FDA processes. This latter step, which will likely take 4-5 months to complete, is critical to the Centre's success as it will give ADEISS a huge competitive advantage over similar offerings now underway in the 3D medical device space.</p> <p>The LMN also launched in partnership with TechAlliance the new Burst program to support early stage medical devices companies in June 2017. In July, TechAlliance, with support from the LMN and FedDev Ontario, announced the second 10-company cohort, and their training is underway. The Final 10-company cohort will be evaluated.</p> <p>Both initiatives are on target. Western/Robarts also recruited another highly-regarded Research Chair to the team. The LMN is also aggressively pursuing a facility to serve as the home for London's first Medical Innovation Centre.</p>

Appendix 'B'

Community Economic Roadmap - Action Team #1: Project Progress Report

What is the initiative called?	Grow London – Strategic Communications Plan
How much would the initiative cost, overall?	\$20,000 cash with additional in-kind contributions provided by the organizations of the Entrepreneur Support Network (ESN)
How much funding have you received from the City?	\$20,000
How much other funding or resources have you leveraged?	\$15,000 In-kind offerings Resources from Leap Junction, Fanshawe College, LEDC, Pillar Nonprofit Network and Tech Alliance have volunteered to lead this Communications Team for ESN

Tell us a bit about the project. [Max: 300 words]

One of the priorities of the Economic Road Map is to continue to build London as “A City for Entrepreneurs.” One of the objectives that Action Team #1 has identified is the need to develop a **communications strategy** to promote awareness for available support services and programs to emerging entrepreneurs and the stakeholder groups who serve them.

In order to support the mission of growing the local economy through Entrepreneurship, we believe that London’s Entrepreneurial support organizations need to start communicating with “One Voice” and with a clear and consistent message about the commitment to that mission. We also need to make Entrepreneurs aware of the resources that are currently available to help move them from ideas to real business opportunities, or to help them grow from where they are.

We strongly believe that in order to do this effectively we will need to engage a local communications firm to assist the ESN in creating this messaging and developing a campaign to communicate effectively with the London Entrepreneurial community, inclusive of end users and referral organizations. This campaign could include community events, workshops, websites and an integrated social media strategy.

How does this initiative fit into the Community Economic Roadmap and what is the expected impact? [Max: 300 words]

The Roadmap was designed to help create an environment that would stimulate economic development activity and create jobs. With greater awareness of the available support services and programs available in the community, current entrepreneurs may be more motivated to grow their enterprises which will create more jobs while the “intenders” may be more encouraged to take the path of entrepreneurship which will continue to drive new enterprises for our future economy.

The Entrepreneurial Climate Study of London and region, completed in 2015, indicated that the overall level of awareness of London’s entrepreneurial support organizations was in need of improvement. This was the catalyst behind the creation of the ESN and a targeted communications strategy was identified as a key priority of this group as a result.

Our Goal

- Increase the awareness of London’s entrepreneur support services
- Market London as an attractive place to plant and grow businesses
- Move this campaign beyond the echo chamber

Is there anything else the Advisory Panel should know about this initiative? [Max: 300 words]

The Entrepreneurial Support Network is comprised of service providers and stakeholders that support, nourish, and educate all types of emerging entrepreneurs and startups. We are inclusive of youth, tech-based, main stream, lifestyle-based, and social enterprises and we

each have our specific area of expertise. A “collective voice” is needed to identify and amplify London’s strengthening entrepreneurial ecosystem and provide a contact point for those interested in pursuing the path of turning ideas into business opportunities.

Our guiding statement:

London is a unique/different/resilient city that allow entrepreneurs to develop businesses to meet their own individual purpose, size and scale – from lifestyle business to international renown: London and its support network can help you regardless of your size, background or ambition.

How is the progress being measured (please include specific metrics)? [Max: 300 words]

Initial Measures of success:

- Conversion on an “I need help” form on the website
- Referrals to partner websites from the website and social
- Video views/engagements (over impressions)/shares
- Establish website and social activity analysis
- Social activity on website (via comments)

What has been accomplished in 2017? [Max: 300 words]

A sub Communications Committee was formed with members from the ESN. (Leap Junction – Fanshawe College, Pillar Nonprofit Network, LEDC and Tech Alliance). This group met on several occasions to develop a plan to move this initiative forward. As a part of this plan, a focus group was conducted on July 7, 2017 including a wider circle of stakeholders, emerging entrepreneurs as well as established businesses in order to gain perspective and ownership for an entrepreneurial awareness initiative. As a result of this focus group, an RFP was created and distributed to 14 communications companies in the city in mid-August. rTraction was selected as the winning proposal based on pre-established criteria. The communications committee has met with rTraction on three occasions to proceed through the discovery, planning and naming process. The communications team is confident that together we will create an effective campaign/ communications tool to build awareness to London’s emerging and existing entrepreneurs that highlights our commitment and wraparound support for their success. The plan for the Launch for the initiative will be in early 2018, with “teasers” in 2017.

Community Economic Roadmap - Action Team #2: Project Progress Report

What is the initiative called?	London Founders Network
How much would the initiative cost, overall?	\$150,000
How much funding have you received from the City?	\$37,500
How much other funding or resources have you leveraged?	\$75,000

Tell us a bit about the project. [Max: 300 words]

LEDC is supporting the implementation of an initiative designed to drive culture change through the building of entrepreneurial peer-mentoring capacity in London.

This will be accomplished by inviting senior successful entrepreneurs to support peer-to-peer activities, and then introducing less experienced entrepreneurs who require guidance in order to build their companies.

The mentor network director will, on a part time basis, organize peer-to-peer activity and curate matching of targeted high-growth companies with experienced entrepreneurs to add-value through mentorship on a voluntary basis. The crucial matter for the director is the correct evaluation of the needs of the newer entrepreneur and a careful matching with an experienced mentor, or mentoring team, in order to accelerate growth, build resiliency and create jobs.

- This initiative will focus on operating companies with high-growth potential.
- Experienced mentorship will help young companies reach potential and become solid long-term members of the business community.
- This mentorship network will not compete with the business advisory services and entrepreneurs-in-residence provided by London business support organizations that are mainly focused on start-up businesses.
- These existing supports may in fact become part of a city-wide two-way referral network for the London Mentor Network. There will be activities to foster an environment of mentorship and trust as well as a sharing of success stories to support the value proposition of a London mentorship network.
- Seasoned entrepreneurs are waiting to be engaged in this program as are newer entrepreneurs but financial resources must be secured to ensure its success.

The expected return on the modest investment of \$150,000 over two years would be ~\$720,000 in leveraged mentorship volunteer time and a minimum of 60 new jobs from growing companies directly involved in this program.

How does this initiative fit into the Community Economic Roadmap and what is the expected impact? [Max: 300 words]

London's Economic Road Map - Action Team # 2 – A Supportive Business Environment believes this initiative is a close fit for our two action items identified below.

Action Item # 3 - "Strengthen business retention, expansion, attraction and aftercare programs (BREAA) geared to London firms with 10-20 employees in existing focus and emerging industry sectors in partnership with Federal and Provincial government business support programs and services."

Action Item # 8 – "Explore opportunities to bridge any small business support programming gaps and leverage Federal and Provincial programs and business supports for future needs."

This initiative may also address some of the action items related to each of the other Action Teams because it seeks to support high growth of businesses in such sectors as; digital creative, life sciences, manufacturing, and food and beverage.

Many of these businesses are located in the downtown core where anticipated growth will intensify demand for office space. Active networks and growing trust relationships will help to retain entrepreneurial talent in London. Coordinated and mediated mentorship for high growth companies in London remains a gap that can be filled by this initiative. This initiative succeeds when it leverages the community and other funding sources in a focused way to achieve part of the goal of a more supportive business environment.

The funding available through the Road Map, combined with LEDC's financial and non-financial supports, gives this initiative a high chance of success. This program will be a clear signal to the larger business sector that an Economic Road Map initiative can deliver tangible results and measurable KPI's in line with existing economic development and business support programs. The Director will seek to secure additional funding from senior levels of government and other sources to help ensure a longer-term transition of the London Mentor Network programs once they are established by this pilot initiative.

Is there anything else the Advisory Panel should know about this initiative? [Max: 300 words]

In early 2016 the LEDC engaged in an information gathering initiative which brought together a cross-section of experienced and less experienced entrepreneurs to better understand their needs. The initiative, No Free Lunch, engaged 24 entrepreneurs over 6 hosted lunches during which candid discussion was encouraged around planned subject areas. The findings were surprising. Many founders expressed feelings of isolation, few had established boards or even advisory panels for support when facing business or competitive challenges. Participants were enthusiastic to establish or strengthen relationships with other founders. In some cases complimentary business relationships were formed on the spot.

All of the guests indicated willingness to explore next steps. It was apparent that experienced entrepreneurs see value in peer-to-peer engagement and all of the experienced entrepreneurs were supportive (and ready to commit up to 5 hours per month) to mentoring of younger or less experienced entrepreneurs if the process was curated and respectful of everyone's time and skill sets.

In late 2016, LEDC, and the City of London, undertook a study to examine options to provide a more supportive business environment. The report, "A Strategic Approach to Supporting Entrepreneurs and Growth Companies in London, Ontario" made three significant recommendations and each requires funding and broad local support.

- The first recommendation, a London wide brand for entrepreneurship related activities; and the third, a voucher system, will require further research, additional funding, and broader support.
- The second recommendation for a high-quality mentor network can be implemented immediately. Action Team #2 and LEDC intend to implement this recommendation and are seeking matching funding support from London's Economic Road Map to ensure a successful implementation over 2 years. Given the year of consultations with the business community, the existing reports and studies on this matter, together with the committed financial and non-financial support of the LEDC, Action Team # 2 sees this initiative as 'shovel-ready' and primed for success.

How is the progress being measured (please include specific metrics)? [Max: 300 words]

- contact list of potential Network members
- event attendees
- events
- meetings between Founders and the community

What has been accomplished in 2017? [Max: 300 words]

- growing contact list of 70+ company owners established
- 59 attendees
- 3 events

- A small group of food entrepreneurs who work with fermented products have been aligned and introduced to expert support in microbiology research with a view towards forming the first product quality guidelines in this area.
- Several established entrepreneurs have now met, coached, and in one case financed early stage companies.
- New relationship with Chinese investment coordinator and solid connection to China Canada Angel Association.
- A large number of new relationships between new founders and experienced founders have been forged.
- Two senior founders, one a leader of a growing tech firm and the other a retired founder of a major industrial company, were introduced to share experiences around managing board relations in the context of significant external financing.

Community Economic Roadmap - Action Team #3: Project Progress Report

What is the initiative called?	London Arts Council <i>Culture City</i>
How much would the initiative cost, overall?	\$35,000 to develop and roll out year one - programming costs paid by participants
How much funding have you received from the City?	\$25,000
How much other funding or resources have you leveraged?	\$10,000 in additional funding Resources from other existing programs of LAC funded through other investments

Tell us a bit about the project. [Max: 300 words]

London Arts Council Culture City Program for Adults

Background

Culture City is a new program of the London Arts Council (LAC). Designed in 2016, Culture City immerses teachers and students in their local culture, participating in hands-on learning experiences that cannot be replicated in the classroom. This unique educational program in London is perfect for teachers looking to expose their students to the Ontario Civics Curriculum through authentic, local, experiential learning opportunities.

Culture City immerses youth in the best of London’s culture – offering opportunities to spend time learning with professional artists, community Leaders and innovators. Culture City is bringing a unique approach to delivering the Ontario Civics Curriculum, immersing young hearts and minds in city building leveraging on the ability of the arts to engage in different ways.

As we built out the programming for Culture City and acquired significant funding to design and implement it for students, we were continually being asked if we had thought about creating something for adults.

We have been shaping a “companion program” from the basis of the Culture City program. We envision this program could form part of a bid package for hotels, conference centres, host committees and any professional or volunteer group working to attract visitors to London. With Culture City in their bid package London’s desirability as a host city for their event or conference presents options for the conference attendee and/or +1 companions.

London Convention Centre is currently exploring a financial investment recognizing that programming packages can be accessed by other conference organizers looking for experiential companion programs designed by the London Arts Council.

Programming

Programming packages will be designed as a One Day Experience and Multi-Day (Mix and Match) Experience.
A sample of programming is attached.

What’s the funding for?

- Identify and customize an ordering system to monetize the program (ease of on-line ordering for both participants and event/conference organizers is critical to the success of the program)
- Marketing the program to hotels, conference centres, host committees and any professional or volunteer group working to attract visitors to London
- Start-up costs and securing programming in first year

We are requesting funding for three years on a sliding scale. As the program grows, the funding support is reduced, with the program being offset by participant revenue, advertising and/or private sector businesses/organizations purchase of Program.

How does this initiative fit into the Community Economic Roadmap and what is the expected impact? [Max: 300 words]

Fitting in with the Community Economic Roadmap

LAC's Culture City Program supports, promotes and showcases our action teams' focus of an exceptional downtown and a vibrant urban environment. It also supports our work through the Council approved Cultural Prosperity Plan, Downtown Plan, London Music Strategy and the recently completed Music, Entertainment and Culture Districts Feasibility Study.

Expected Impact:

Culture City provides direct employment opportunities through industry specific jobs and businesses as well as creates compound spending through spinoff benefits such as increased hotel bookings, restaurant, and hospitality as well as, retail and service businesses.

Extensive research has concluded that arts and culture tourists outspend typical tourists two to one and stay longer!

Culture is recognized as a significant economic driver in cities around the world. In London, it is a \$540 million dollar industry with over 7,700 jobs.

A **provincial** study broke down spending for this sector on average into the following:

13% or \$.05 billion spent on attractions of event

15% or \$0.6 billion spent on retail/other

27% or \$1.1 billion spent on lodging

27% or \$1.1 billion spent on food/beverages

18% or \$0.7 billion spent on transportation

The importance of culture to London's economy was comprehensively reviewed as part of the preparation of the London's Cultural Prosperity Plan in 2013 commissioned through the City of London and supported by the London Arts Council. This plan continues to be a guiding document for the London Arts Council providing the foundation for many of our programs, services and work. It has led to an increased focus in asset development, investment and programming opportunities.

As part of the LAC's work with the London Music Strategy we helped to advocate for the creation of the London Music Office; the Music Officer assists with program development for musicians and music venues working closely with the London Arts Council. Musicians and music venues are part of our Culture City program mix along with visual arts, theatre and multimedia.

Is there anything else the Advisory Panel should know about this initiative? [Max: 300 words]

Culture City is *Creative and Enriched Tourism*:

What is Cultural Tourism?

There is no one, all-encompassing definition of cultural tourism. Simply put, cultural tourism means experiencing a cultural activity while outside of your home community. This simple definition includes a full range of travellers and activities. A business traveller who spends a couple of hours in an art gallery between meetings is as much a cultural tourist as someone who spends an entire week at a major festival.

What is Creative Tourism?

Creative tourism is a development of cultural tourism but goes a step further, encouraging participation, not simply observation. "Creative tourism involves learning a skill on holiday that is part of the culture of the country or community being visited. Creative tourists develop their creative potential, and get closer to local people, by actively participating in workshops and learning experiences that draw on the culture of their holiday destinations. " - from Creative Tourism New Zealand [website]

What is Enrichment Tourism, and how does it relate to Cultural Tourism?

Enrichment tourism is an even more inclusive term that broadly groups learning travel, cultural travel, ecological travel and cuisine experiences. One of the main elements that often,

but not always, defines enrichment tourism is active participation. From the perspective of culture, a traveller who attends a two-week writing workshop at their destination is definitely experiencing enrichment travel. — information source from: Creative City Network of Canada

This programming can be added to London's promotional tool kit of hip and happening things to do in London, Ontario. This is not in competition with or replacing any local tourism initiative, we work with Chris Campbell, Director of Culture & Entertainment Tourism at Tourism London.

How is the progress being measured (please include specific metrics)? [Max: 300 words]

Areas we will measure:

- package sales
- job creation (direct and in-direct)
- participant numbers
- venue participation

We think it is important to measure whether the addition of this program assisted conference organizers in attracting business for London. How we gather measurements in a way that is efficient and accurate will be posed when we conduct the consultation session for conference and event planners.

What has been accomplished in 2017? [Max: 300 words]

Product Development

In June 2017, a half day pilot project was delivered for key staff members from the Convention Centre. The staff role-played tourists from communities in southwestern Ontario and border US cities. The morning included an introduction to photography, followed by an opportunity to take artistic photos as they toured the banks of the Thames. The tour was led by an actor in costume who role played Peter MacGregor, one of London's earliest citizens. Snacks were distributed from local vendors at Covent Garden Market (bureks and locally brewed kombucha). This was followed by a group songwriting activity at the Rosewood Room, an intimate live music space at the London Music Hall. Feedback from Convention Centre staff was highly positive. It is noteworthy that 3 of the participants identified that they did not have an arts background, so were out of their comfort zones, yet fully engaged through accessible and dynamic arts experiences.

Over the summer, several new Culture City activities and sites have been under development with artists, guides, environmental groups, downtown features and public art walks. We have also been working closely with indigenous artists and community members to design authentic aspects to our Culture City program that feature local community and storytelling.

Product Systems

We have consulted with a systems provider to discuss how best to present the program options i.e. online packaging, customizing product features, etc. We are looking into existing software programs to package and sell the options. This is particularly important as ease of access to useful marketing information and a purchasing system is key to the program's usage and success.

Product Consultation

We are planning a consultation session, in collaboration with the London Convention Centre, targeting Event and Conference Organizers to gain feedback directly from the individuals and businesses that will use our program and promote it to their clients.

We will also be holding a separate session with hoteliers in order to familiarize them with the program.

Package pricing testing will also be part of the consultation. Packages can vary and certain features can be made optional to the organizer and/or purchaser if the pricing is deemed to be too expensive.

Community Economic Roadmap - Action Team #4: Project Progress Report

What is the initiative called?	Apprenticeship Matters
How much would the initiative cost, overall?	\$40,000
How much funding have you received from the City?	\$20,000
How much other funding or resources have you leveraged?	\$10,000 to October 2017

Tell us a bit about the project. [Max: 300 words]

A 16 week media campaign with CTV London to raise awareness within the City of the need and opportunities for apprentices. The campaign will dispel myths about apprenticeship, highlighting the highly skilled workforce that comprises the skilled trades. Part of the campaign will be targeted to employers to encourage them to hire and train apprentices. This will be balanced with targeted messages for parents and prospective apprentices to promote the advantages of apprenticeship and the local opportunities.

The campaign will include radio, television and digital campaign components and feature all four streams under which skilled trades are categorized: industrial trades, motive power trades, construction trades and service trades. In addition, there will be social media support provided through the partnering organizations' social media channels and links from partnering organizations to local resources for more information on apprenticeship and the skilled trades.

This simultaneous approach among partnering organizations using consistent messaging will leverage the City of London financial support for the broadest possible impact.

A sample of campaign components and costs has been included in this submission. The sample is entitled "Best of Blue"; however, this is not the brand that will be used for the proposed campaign. The sample does outline the reach of the proposed items to be purchased as part of the campaign.

The administration for the campaign will be provided in-kind by the Local Employment Planning Council, a project of the Elgin Middlesex Oxford Workforce Planning and Development Board. All dollars contributed to the marketing campaign will go directly for the purchase of the paid promotion. Milestones for the campaign will be developed by the partners under the direction of the London Community Economic Road Map Team 4. A final report will be provided to the Advisory Committee.

How does this initiative fit into the Community Economic Roadmap and what is the expected impact? [Max: 300 words]

The goal of the London Community Economic Road Map Team 4 is **a top quality workforce**.

One of the four key areas identified in the original strategy had a focus on apprenticeship and STEM (science technology engineering and mathematics) career. Action items under that umbrella included:

- Educate the educators (schools/colleges/guidance counsellors/parents) on the importance and viability of skilled trades. Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth.
- Promote the Ontario Youth Apprenticeship Program (OYAP) as a viable and cost effective career path.

The proposed awareness campaign will target parents, young people and the career and guidance advisors in the local area providing them with current, accurate information on the opportunities and requirements for people choosing one of the 158 skilled trades in Ontario as their preferred career.

The campaign will also include a component targeted to employers to encourage them to

offer more apprenticeships at the local level as the route to become a skilled tradesperson is primarily through the completion of a 3 to 5 year apprenticeship with an employer. There is an urgency to increasing employer participation as available data on people with a skilled trades certification indicates that some of the trades are primarily over the age of fifty-five. Skilled trades are required as the backbone employees for many sectors.

GOALS:

Short-term: Better awareness of apprenticeship and the skilled trades as a career of choice measured through the increase in participation in OYAP programs and web traffic to local information on apprenticeship and the skilled trades.

Intermediate-term: Increase in the number of apprenticeships offered locally measured through local data provided by the Ontario Ministry of Advanced Education and Skills Development.

Is there anything else the Advisory Panel should know about this initiative? [Max: 300 words]

The potential partners on this initiative include: Fanshawe College, Thames Valley District School Board, London District Catholic School Board, London Economic Development Corporation, The Apprenticeship Network, The Ability First Coalition, Local Employment Planning Council project (EMO Workforce Planning and Development Board), Community Apprenticeship Skill Support project (Literacy Link South Central), local employers, members of local labour council and members of local business associations.

The London and Area Works project with CTV London has been active locally for the past two years with the initial partnership formed between the City of London, London Economic Development Corporation, Employment Sector Council, Ministry of Advanced Education and Skills Development and the Elgin Middlesex Oxford Workforce Planning and Development Board.

Out of that original idea has grown the Field to Fork marketing campaign and Best of Blue. This new project will be successfully managed based the experience gained through the earlier projects and the ongoing collaboration between members of the London Community Economic Road Map.

There has been discussion in the local community about an initiative such as this for the past year. We know that there is significant interest in this project; therefore, we are confident that many of the potential partners listed will participate in the campaign through in-kind support and possibly with financial support as well.

The City of London contribution will be used to leverage as broad a campaign as possible as the first financial partner to confirm for this initiative. Action Team 4 will ensure that the City of London leadership is noted in bringing this community initiative to fruition.

How is the progress being measured (please include specific metrics)? [Max: 300 words]

Short term metrics will include:

- Number of people reached through the communications campaign
 - Viewership of CTV series
 - Number of unique visitors to the London CTV website
 - Number of unique visitors to the sites promoted during the series

Long term metrics will include:

- Increase in London Economic Region apprenticeship signings (2018-2019 over 2017-2018 data available from Ministry of Advanced Education and Skills Development)
- Number of employers new to apprenticeship signings in the London Economic Region

What has been accomplished in 2017? [Max: 300 words]

The format for the communication project, "Apprenticeship Advantage" has been developed and we are in the process of creating the partnership to carry out the communication project. Additional funding support is being sought in order to create a solid campaign. Support activities for the campaign are also being developed by the members of Action Team 4. The campaign will roll out in the New Year on CTV London and will encourage employers to offer more apprenticeship opportunities, highlight the aging of our current skilled trades, and promote the skilled trades as a preferred career option providing secure employment outlooks for licensed journeypersons.

The baseline numbers for the websites have been provided to Action Team 4. The baseline numbers for long term measurement have been established.

I Cavita Meetun hereby resign from the Board of Directors of the London and Middlesex Housing Corporation in order to pursue an offer of employment outside of the city of London.

March 15, 2018

Ms. Cathy Saunders, City Clerk
City of London – City Clerk’s Office
P.O. Box 5035
London, ON N6A 4L9

RE: London & Middlesex Housing Corporation (LMHC) Board Appointment

Dear Ms. Saunders:

In response to the recent resignation of Board member Cavita Meetun, LMHC requests that the following qualifications, skills and abilities be considered by City Council when appointing a new Director to fill the resulting vacancy:

- 1) APEGGA or ASET, P. Eng., or C.E.T designation with experience in/knowledge of facility building systems, facility asset management industry practices, building construction design and construction industry practices and standards including operating a facility lifecycle / asset management program and knowledge of various construction delivery methodologies including “design, bid, built”, “design build” and “construction management”.
- 2) Licensed Legal Professional (J.D., LL.B) with knowledge and experience associated with growing a dynamic and sustainable business and organization operating in the public domain with demonstrated solid skills pertaining to labour relations, Human Resources, real estate transactions, corporate-commercial matters and/or commercial litigation.
- 3) Registered social worker (RSW or RSSW) or social service worker (TSI or TTSI) with the Ontario College of Social Workers and Social Service Workers with experience in the field of Community Development and understanding of the power dynamics and social relations that govern the relationships between various structures and diverse communities who has worked to achieve social justice through structural change.

As Board member recruitment and selection is the key to getting a great team of effective people around the board table, LMHC also respectfully requests that all potential applicants be interviewed as part of the process. The appointment of the right board members is critical in assisting LMHC to achieve our new vision, strategic objectives and determining the right culture and effectiveness of the organization.

Thank you in advance for this consideration.

Kinds Regards,



Michael Buzzelli
Chair, Board of Directors

Cc: Josh Browne, CEO
Marci Allen-Easton, Vice Chair
S.Datars Bere, City of London Shareholder and Service Manager Liaison

Committee: **London & Middlesex Housing Corporation**

Organization/Sector represented: **Human Resources**

Name: **David Emerson**

Address:

#2-569 Oxford St E

Occupation: **Brand Ambassador/ Human Resources**

Work experience: **Human Resources Assistant (London Employment Help Centre):**

**•Assisted mentor in preparing AODA Integrated Standards policy for the organization
•Provided leadership and helpful feedback to mentor during interviews •Prepared research on the National Standards; Workplace Strategies for Mental Health •Formulated revisions to current technology policy •Developed BYOD policy for the organization to meet changing mobile device requirements Reception/ Resources (Elections Ontario):
•Administrative support to HR Manager by performing data entry duties using Election Ontario software and programs •Greeted potential voters and helped guide them when filling out applications**

Education: **My educational background is in Human Resources. I am currently working on getting my Certified Human Resources Leader (CHRL) designation.**

Skills: **•Certified Human Resources Leader- Candidate •Achievements in sales and exceeding quotas •Experience with MS Office and HRIS systems •Critical thinker with excellent research skills •Extensive customer service background including: handling cash, problem solving and conflict resolution techniques •Ability to work under pressure, with the flexibility to respond to ambiguity, changing priorities and fluctuating workloads**

Interest reason: **Yes, I am very much interested!**

Contributions: **I have excellent interpersonal, research, and writing skills. I am able to adapt to any situation. I feel strongly that I can provide leadership. I have a Human Resources background and can provide knowledge of Labour Relations, Organizational Development, Business Management, Corporate Governance, as well as Employment Law.**

Past contributions: **I have not worked on a body, but I believe if given the opportunity I could do a great job. I have always excelled in every position earned.**

Interpersonal: **I am a team player. I love people and get along with everyone from all walks of life. I am very respectful and professional. I have offered leadership at the London Employment Help Centre to my mentor Sherry King. I am not scared to make recommendations and believe I can be an asset to the board.**

Interview interest: **Yes**

Committee: **London & Middlesex Housing Corporation**

Organization/Sector represented: **N/A**

Name: **Anna-Marie Evans**

Address:

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

Occupation: **Operations Manager**

Work experience: **16 years Public Sector- OLG 5 years Department of National Defence
Operations/ HR/ Manager**

Education: **Human Resources Management Certified Human Resources Professional
designation 20 years management experience 2 years serving on non-profit board**

Skills: **Committee experience Team setting experience Human Resources**

Interest reason: **Passionate about being active within the community and being able to give
time and resources when possible.**

Contributions: **Time, passion, enthusiasm, working with various government and non-
government agencies and stakeholders**

Past contributions: **None**

Interpersonal: **Presently sit on 2 committees in my workplace Sit on a board for a private
non-profit organization in London Volunteer with at-risk youth in London**

Interview interest: **Yes**

Committee: **London and Middlesex Housing Corporation**

Organization/Sector represented:

Name: **Steve Hillier**

Address:

**21 Oregon Road
London, Ontario
N5Z4B8**

Occupation: **Operations Management**

Work experience: **I have worked and supervised construction crews, run restaurants, supervised factory floors, started businesses and sold them. I was a founding vendor of the Western Fair Farmers Market. Our family has been putting on events for over 30 years without tax payer funding and that exposure has allowed me to have real conversations with people living in social housing. I have built entire assembly lines from the drawings to the install, when our family owned Good News Insulation and Renovations I supervised 60 men doing the insulation and maintenance of all Sifton rental properties in London, Guelph and other cities, it took 3 years. I ran for council in 2014, and I am still involved and enjoy helping Londoners.**

Education: **Manufacturing Engineering Technologist**

Skills: **I run a non profit company to help others called Honourable Business Advisors where I used my decades of on the ground experience to help other peoples businesses move forward and not fall into problems so many others have.**

Interest reason: **Back in 1998 I was involved in a serious accident, all that time spent thinking, talking to therapists or anyone who was working on my body put the world into perspective for me. A team of psychiatrists, psychologists, and therapists took me down to the mental core and conducted non stop tests. It was found I have an IQ range of 160-169 and a unique way of figuring out things. I try to see the big picture not just focus on the little details. Personally I no longer collect things, I make memories and help others. This body helps people where you can see the difference in their real lives.**

Contributions: **I hope we can all learn from a collaboration, me with my life experience and education paired with all the others members.**

Past contributions: **Due to my past injury, I have spent most of my life getting to the point where now I can participate. Many at City Hall know how I quietly work behind the scenes with my research and analysis .**

Interpersonal: **I have run for council. I was a founding vendor at the Western Fair Farmers Market. Take a stroll with me any Saturday and experience an exchange of ideas in real time for yourself. Our family has been putting on events with every culture that we could find for over 30 years. Former Neighbourhood Watch Captain.**

Interview interest: **Yes**

Committee: **London & Middlesex Housing Corporation**

Organization/Sector represented: **N/A**

Name: **Menno Meijer**

Address:

**82 Cliftonvale Avenue
London, Ontario
N6J 1J8**

Occupation: **Teaching Assistant**

Work experience: **Photojournalist, Log home builder, Lecturer, Teaching, Soldier.**

Education: **BA Social Justice and Peace Studies MA Political Science (Canadian Politics)**

Skills: **I am well versed in the needs and requirements of impoverished citizens.**

Interest reason: **I believe poverty to be the single biggest problem facing London and wish to assist in finding housing solutions for London's citizens who currently lack the resources to escape the cycle of poverty.**

Contributions: **In depth research, strong listening skills, and the ability to communicate ideas in a concise and effective manner.**

Past contributions: **N/A**

Interpersonal: **I have served on community boards and have considerable participation experience in academic seminars. I am a confident public speaker. I have specialized training in unarmed civilian peacekeeping which involves a high level of respect and for the ideas, opinions, and experiences of others.**

Interview interest: **Yes**

Committee: I wish to be considered for appointment to fill one of the vacancies on the London & Middlesex Housing Corporation. I am passionate about the core objective to provide quality, affordable and sustainable housing.

Organization/Sector represented:

Name: **Rowa Mohamed**

Address:

**112 1481 Limberlost Rd
London Ontario
n6g2c7**

Occupation: **Financial Advisor**

Work experience: **Telephone Banking Specialist and Financial Advisor| TD Canada Trust: - provide timely and accurate guidance and service to customers for a variety of product lines, plans and programs -contribute to effective cost and risk control through productivity and adherence to corporate processes and controls -able to recognize and successfully leverage opportunities to further expand our clients' business Fundraising Specialist| Ruffalo Noel-Levitz -connect Western university with alumni, donors, members, future alumni, and other constituents for fundraising, cultivation, and stewardship purposes -raised multiple thousand dollars for various funds at the University via phone - made top-performance boards multiple times -proficiency in building rapport with clients - expertly overcame objections**

Education: **-Specialization in Health Sciences and Promotion from University of Western Ontario -Anti-oppression educator and facilitator -Ontario Scholar -OSSD Completion of Leadership Education Program at University of Western Ontario: -Training in Individual Leadership, Group Leadership, and Community Leadership -focus on skills needed to be an effective leader with workshops on: communication, public speaking, self- management, and campus involvement -Cultivated skills needed to effectively facilitate group processes with workshops on team building, facilitation, and conflict management**

Skills: **· Excellent management, sales, communication and leadership skills · Fluent/native speaker in English and Arabic · Calling in a fast paced, high volume, dynamic environment · Savvy negotiator and promoter · Persistent · Exceptional communication and customer service · Proficient multi-tasking · Friendly, articulate, easy to work with · Highly adaptable to different environments · Performance and goal oriented · Exceptional work ethic**

Interest reason: **I grew up in and still live in London Housing and I am passionate about the principles of social housing. I believe social housing is key to the improvement of our community and essential to bringing equity to those furthest in the margins.**

Contributions: **I have an excellent background in anti oppression education and a degree in Health Sciences which allow me a unique view of systemic issues in housing and equity. That, coupled with my lived experience of social housing allow me to contribute non traditional solutions and bring new views to the table.**

Past contributions: **I am a member of the steering committee for London's Anti Oppression strategy for Diversity and Inclusion. In this role I was able to bring forward unique perspectives that allowed us to create more tangible and less superficial goals to the previous diversity and inclusion strategy.**

Interpersonal: **In my experience as a facilitator I have developed the skills of active listening and an ability to appreciate others viewpoints and appreciate their skills and abilities. It's essential to a team environment and exchange of ideas.**

Interview interest: **Yes**

Committee: **London & Middlesex Housing Corporation**

Organization/Sector represented:

Name: **Rodger J. Moran**

Address:

**24 Graham Crescent
London, Ontario, N5W 4L8**

Occupation: **Project Manager**

Work experience: **Operations & Administration professional with 10+ years of experience in the public and private sector, in organizations ranging in size from start-up to 3000+ employees. Versatile, adaptable administrator skilled working alongside high-profile individuals and groups in fast-paced, high-impact environments. Creative, innovative thinker, adept at leading teams through complex projects and conditions. Excellent communication skills.**

Education: **I studied Marketing Management at Kwantlen Polytechnic University in Langley, British Columbia. I later received my Bachelor of Arts (Hon) from Dalhousie University and am currently enrolled in the Master of Business Administration program with a specialty stream in Innovation Leadership from the University of Fredericton.**

Skills: **Growing up in a single parent, low income household that benefited from government assistant programs and municipal housing, I have a passion for working with organizations that provide similar services to the ones my family benefited from. This background, coupled with my strong business acumen and extensive experience sitting on boards and committees that focus on community work makes gives me a unique perspective.**

Interest reason: **While the first 25 years of my life were spent outside of London, I consider myself a Londoner through-and-through. This city has provided a safe space in which to work and raise my family, and I am forever grateful. I am strong believer in giving back and working to improve the lives of others. The London and Middlesex Housing Corporation is of particular interest to me as my family benefited from a similar organization when I was growing up in British Columbia.**

Contributions: **I believe I can offer this body a perspective that is both practical and empathetic. My experience in business has taught me the importance of having a organization running as efficiently as possible. At the same time, the circumstances of my upbringing and my extensive work in the London community, as well as my involvement in the local church and charities have furthered my empathetic nature. These two components of my personality and perspective - practicality and empathy - is what I would bring to the table.**

Past contributions: **During my days at Dalhousie University, I served as Vice President of the Halifax Student Housing Society. The Halifax Student Housing Society (HSHS) is a non-profit organization founded in 1965 by a group of Dalhousie married students. Their goal was to offer students and their families comfortable and affordable accommodation with a family atmosphere. This goal is accomplished through the operation of Peter Green Hall and the Peter Green Hall Children's Centre (PGHCC). Peter Green Hall (PGH) is the name of the 112 unit apartment building this co-operative built.**

Interpersonal: **I have had the good fortune of sitting on a number of boards and committees in both the public and private sectors. Being an effective member means having the ability to have respectful and meaningful exchanges of ideas, often times with those of opposing views. I am a person who firmly believes in respecting the skills, abilities, knowledge and perspectives of others. I've had the chance to engage with others using these personal beliefs, and I hope to have the chance to continue that with the London and Middlesex Housing Corporation Board of Directors.**

Interview interest: **Yes**

Committee: **London & Middlesex Housing Corporation Board**

Organization/Sector represented: **Tenant**

Name: **John Peaire**

Address:

**95 - 1481 Limberlost Rd.
London Ontario Canada
N6G 2C7**

Occupation: **Stay at home father**

Work experience: **Work experience : Management / Assistant Manager Customer Service
Sales Inbound Technical Support Factory General Labor**

Education: **I believe in continuous learning to acquire skills in various areas of personal interest to assist others. Some skills acquired within the past year include various courses in Emergency Management. IMS 100/200 EM 125/131/200 Standard First Aid / CPR-C AODA training FIT-Test Safe Food Handler 2 Salvation Army Disaster Services Course Certs.**

Skills: **I can provide the board with a tenants perspective in many aspects regarding community safety, site design / layout, the required services tenants feel are vital in their transition as well as residents concerns that they may not feel comfortable in reaching out to LMHC regarding issues.**

Interest reason: **I believe in assisting others in our community and enjoy community outreach and learning about issues first hand to better help residents. I wish to build my knowledge on this Board to assist other residents who may be experiencing difficulties and for self improvement reasons.**

Contributions: **I believe I can offer something that is often missing on boards and that is "Lived Experience" being a current tenant and one that interacts with many other tenants.**

Past contributions: **Project lead for Northwest London Celebrates Cultural Diversity 2015 a 1481 Limberlost Social Committee event put on by residents and partners. 1481 Limberlost Social Committee Member City of London Housing Advisory Committee Voting Member. Appointed by LHAC to attend a meeting about Education / Community Outreach with other Advisory Committees and report back to committee.**

Interpersonal: **As the previous boxes have shown I enjoy exchanging my views with others in various settings and respect others even when I do not agree with what is being said. I can not state that I have effective communication skills in person as my time in Poverty / Social Housing has caused me to sometimes stutter etc. My knowledge of others comes from Lived Experience in Social Housing sites operated by LMHC as well as my time working in Retail as a sales professional, assistant manager and manager. When I was first appointed to LHAC I wanted to understand people and their "Housing needs" so I personally went out to speak to people in various settings including touring several of the cities homeless shelters. I have also personally toured 4 of the Unregulated Homes for Vulnerable individuals in the city. Why ? because I care and like to make informed decisions.**

Interview interest: **Yes**

Committee: **London & Middlesex Housing Corporation**

Organization/Sector represented:

Name: **Deborah J. Peckham**

Address:

9 Magee Street

LONDON ON N5W 1C5

Occupation: **Law clerk/legal assistant (retired)**

Work experience: **Law clerk/legal assistant in the areas of real estate, corporate and commercial (included an understanding of Development Agreements, zoning, The Planning Act. (administration of 2 solicitor practice)**

Education: **Educated at the college level – Fanshawe College; continuing education courses and seminars relating to housing, poverty and homelessness**

Skills: **Knowledge of governmental acts and processes covering social housing, including an understanding of the London Plan and the Housing Development Corporation as they relate to the regenerating and redeveloping of LMHC sites to address the needs of tenants, both present and future. Past Director of London & Middlesex Housing Corporation during which period I acted as Vice-chair and subsequently voted into the position of Chair. As Chair, I had an ad hoc position on all standing committees. In addition, I was Chair of the Human Resources subcommittee. Past exposure to negotiating union contracts and employee grievances. I realize that LMHC would like to have someone on the Board who has lived experience. Although I have not lived on a London & Middlesex Housing Corporation site, I visited many while being a board member. It is my belief that I strongly cover the requirement requested for in someone with lived experience. I survive on an income below the LICO rate and understand what it is to live in poverty. Familiar with financials, budget procedures, operating and capital expenditures**

Interest reason: **I am aware of and understand the housing needs in London. I believe any Board of Directors requires a balance of skills and qualifications. I have spoken to many members of the community over the course of volunteering for various boards and committees and what most agree with me on is that there has to be a level of experience from the ground up. My experience in housing starts and ends with being a tenant, but the knowledge I have gained for a position with LMHC has only gotten stronger because of being a tenant. LMHC is a landlord like no other in London. The employees care about their tenants and their Board makes them stronger. I believe I have gleaned the knowledge to govern a business corporation in a public sector environment. A working awareness of the Housing First philosophy that I have acquired since its inception will be an asset when setting the strategic directions of LMHC**

Contributions: **I am aware of and understand the housing needs in London. I believe any Board of Directors requires a balance of skills and qualifications. I have spoken to many members of the community over the course of volunteering for various boards and committees and what most agree with me on is that there has to be a level of experience from the ground up. My experience in housing starts and ends with being a tenant, but the knowledge I have gained for a position with LMHC has only gotten stronger because of being a tenant. LMHC is a landlord like no other in London. The employees care about their tenants and their Board makes them stronger. I believe I have gleaned the knowledge to govern a business corporation in a public sector environment. A working awareness of the Housing First philosophy that I have acquired since its inception will be an asset when setting the strategic directions of LMHC**

Past contributions: **London Homeless Coalition Steering Committee member (Memorial Committee working group) ; three-term member of London Housing Advisory Committee (past Chair; present Vice-chair); LHAC resource member of Town & Gown Committee; Director of Glen Cairn Community Resource Centre; OW/ODSP Advocates member; Social Housing Operational Advisory Committee member; United Way Funding Allocation Team member; member of the Child & Youth Network, Ending Poverty (social awareness subcommittee); CYN designate on Harvest Bucks Funding Allocation Committee sponsored by Middlesex-London Health Unit; London & Middlesex Housing Corporation Director; strong supporter of London for All**

Interpersonal: **The United Way funding allocation process is a prime of example of a team working together for the common good. I am aware of the community need and, according**

to the standards of the United Way, being able to put forth my opinion on the decision of funding apportionment. Sensitive to the views and opinions of others. Respectful that everyone's time is valuable and there is no place on a Board for people who

Interview interest: **Yes**

Committee: **London and Middlesex Housing Corporation**

Organization/Sector represented:

Name: **Elizabeth Pelosa**

Address:

**62 westwinds drive
London, Ontario
N6C 5M5**

Occupation: **Professional Volunteer & Parent of 3**

Work experience: **Past Employment: GoodLife Fitness: Executive Assistant to VP of Operations- Group Exercise Loblaws: Administrative Assistant to VP of Warehouse Operations Hamilton Conservation Authority, Westfield Heritage Village: Volunteer Coordinator Township of Wilmot, Castle Kilbride National Historic Site: Assistant Curator Woodland Cultural Centre: Conservator and some retail and Provincial and Federal political party experience.**

Education: **Museum Conservation and not- for-profit administration education. Humber College: Arts Administration- Cultural Management Sir Sandford Fleming College: Collections Conservation and Management**

Skills: **I have a passion to serve others- any other skill can be learned. Home owner in London Knowledge I was homeless when I was 4 years old. I also lived in a geared to income building in Brantford in 2001- an interesting experience.**

Interest reason: **I see homelessness in our community and I want to be part of the solution. I worry about the visible and invisible homeless. It's big issue when you consider the unsheltered, those in shelters, the provisionally accommodated, and new settlers to the area (immigrants/refugees). Let alone those having financial difficulty who are at risk of becoming homeless. I myself was homeless at one point when I was 4 years old and I now realize how fortunate I was to have never realized it as we spent the summer camping. My parents managed to find an short-term solution- not everyone is as lucky.**

Contributions: **I believe I bring a dedication and passion to the position. Leadership and integrity. An open mind and a genuine desire to improve the lives of those affected.**

Past contributions: **None.**

Interpersonal: **I have extensive experience collaborating with others- including those who may not share the same outlook. It's essential to respect all the volunteers/ stakeholders as we're all there for the common good. I currently fill the following roles in our community: Ronald McDoanld House- Community Ambassador, In-House Volunteer, Special Event Volunteer Victoria Public School- Parent Council and Parent volunteer for the track and field and cross country team Scouts Canada- 90% done the Cub Leader training**

Interview interest: **Yes**

Committee: **London & Middlesex Housing Corporation**

Organization/Sector represented:

Name: **Zalahadin Zachariah**

Address:

366 hollywood cr

Occupation:

Work experience: **working with newcomers and facilitate establishment for many since 2010, from housing to school and employment, i was working with LACFO-de London and Sarina through hosting program. in addition to my previous experiences in related situation,**

Education: **currently study at UWO and graduated from Fanshawe College.**

Skills: **identify, and intervention in crucial situation, management skills, and good knowledge of counseling.**

Interest reason: **London is my first city since i arrive here in Canada and impacted my life positively and open it heart and opportunities such as education and work, so time to serve and help others who in need, as i passed through uncertain time and learned to manged**

Contributions: **improve, housing process time and identify those with real need, create more effective mechanisms to increase the ability of housing in London, evaluate overall situation on daily basis**

Past contributions: **i worked with vulnerable people and i understand that situation very well.**

Interpersonal: **professionalism and objective approach is functional way to deal with debatable issues with respect to other views**

Interview interest: **Yes**

March 15, 2018

Ms. Cathy Saunders, City Clerk
City of London – City Clerk’s Office
P.O. Box 5035
London, ON N6A 4L9

RE: London & Middlesex Housing Corporation (LMHC) Annual Shareholder Meeting and Board Appointments

Dear Ms. Saunders:

At its meeting of January 26, 2017, the LMHC Board of Directors unanimously passed the following resolution:

“That the Board Chair BE AUTHORIZED to correspond on behalf of the LMHC Board to the City of London City Clerk for consideration by Municipal Council as Shareholder to: (1) RECOMMEND the Shareholder renew and reappoint Marcie Allen-Easton, Sean Quigley and Mark Rosehart for a second term at the annual meeting of the Shareholder in accordance with the LMHC Shareholder Declaration; (2) ADVISE the Municipal Council give consideration to The Canadian Board Diversity Council definition of board diversity ¹which includes industry experience, management experience, education, functional area of expertise, geography, age, gender, ethnicity, Aboriginal status, disability and sexual orientation when considering future applicants for the resulting two (2) vacancies on the Board; the Municipal Council of desired competencies of applicants for any resulting vacancies on the Board; and (3) REQUEST a meeting of the Shareholder, preferably at the June 25, 2018 meeting of the Strategic Priorities and Policy Committee (SPPC).

Regarding the Appointment of LMHC Board Members:

LMHC requests that the following qualifications, skills and abilities be considered by City Council when appointing a new Directors to the Board:

- 1) APEGGA or ASET, P. Eng., or C.E.T designation with experience in/knowledge of facility building systems, facility asset management industry practices, building construction design and construction industry practices and standards including operating a facility lifecycle / asset management program and knowledge of various construction delivery methodologies including “design, bid, built”, “design build” and “construction management”.
- 2) Licensed Legal Professional (J.D., LL.B) with knowledge and experience associated with growing a dynamic and sustainable business and organization operating in the public domain with demonstrated solid skills pertaining to labour relations, Human Resources, real estate transactions, corporate-commercial matters and/or commercial litigation.

¹ <http://www.boarddiversity.ca/sites/default/files/CBDC-Annual-Report-Card-2016.pdf>

- 3) Registered social worker (RSW or RSSW) or social service worker (TSI or TTSI) with the Ontario College of Social Workers and Social Service Workers with experience in the field of Community Development and understanding of the power dynamics and social relations that govern the relationships between various structures and diverse communities and working to achieve social justice through structural change.

As Board member recruitment and selection is the key to getting a great team of effective people around the board table, LMHC also respectfully requests that all potential applicants be interviewed as part of the process. The appointment of the right board members is critical in assisting LMHC to achieve our new vision, strategic objectives and determining the right culture and effectiveness of the organization.

Regarding Annual Shareholder Meeting Request:

The Board request that the 2018 Annual Shareholder Meeting be held on June 25, 2018 as part of the Strategic Priorities and Policy Committee (SPPC) meeting. This date provides for greater opportunity to conduct the audit and prepare the necessary reports and updates.

This letter is provided in advance of the shareholder meeting notification recognizing that Council appointments and related public notifications may precede our annual meeting. We look forward to our meeting with the Shareholder in the spring and will be in communication with the City's Clerk Office in the near future regarding the requited notification.

Thank you in advance for this consideration.

Kinds Regards,



Michael Buzzelli
Chair, Board of Directors

Cc: Josh Browne, CEO
Marci Allen-Easton, Vice Chair
S.Datars Bere, City of London Shareholder and Service Manager Liaison



Housing Development Corporation, London

January 29, 2018

BY EMAIL to csaunders@london.ca and lrowe@london.ca

Attention: **Cathy Saunders, City Clerk and
Linda Rowe, Deputy City Clerk and Secretary to Strategic Priorities and Policy
Committee of Council**

City Clerk's Office
Room 308
City Hall
300 Dufferin Avenue
PO Box 5035
London, ON N6A 4L9

Dear Ms. Saunders and Ms. Rowe:

At its meeting of January 18, 2018, the Board of Directors of the Housing Development Corporation, London (HDC) resolved to:

1. Request a meeting of the Shareholder. HDC requests to appear before the Strategic Priorities and Policy Committee (SPPC) of Municipal Council, at the SPPC meeting of June 25, 2018.

This meeting request is intended to serve the purpose of the annual meeting of the City of London as the Sole Shareholder of HDC and would include a request for delegation status for a presentation by HDC, as well as the consideration and passing of annual resolutions by the Shareholder.

HDC further understands that a similar request may be advanced by the Board of the London and Middlesex Housing Corporation (LMHC) for a shareholder meeting.

Subject to their corresponding request, HDC and LMHC further request a separate joint delegation status for the purposes of updating SPPC on business activities involving both organizations.

and

2. Request that, at its earliest convenience, the Sole Shareholder approve the reappointment of Larry Hazel and Daniel Ross, HDC Board Members Class 2, and ratify the same by by-law at the meeting of the Shareholder. This request is in accordance with the HDC Business Plan, HDC Shareholder Declaration, and Municipal By-law A-7433-212.

The two Class 2 HDC Board Members were established for an initial two (2) year term (prior to a renewal for the standard three (3) year term) to support the staggering of board positions and continuity of HDC governance. This action is similar to the one taken on March 2, 2017 by Council to support continuance of Class 3 board member Vivian (Lui) Iron. This request comes with the agreement of the Class 2 members and with the unanimous recommendation of the HDC Board that the Sole Shareholder not seek other candidates for these positions.

...2



Housing Development Corporation, London

2.

We look forward to our meeting with the Shareholder in the spring.

Yours truly,

Dick Brouwer,
Chair, Housing Development Corporation, London (HDC) Board of Directors

- c. S. Giustizia, CEO HDC
- HDC Board Members
- S. Datars Bere, City of London Shareholder and Service Manager Liaison.

Please note that the HDC office will be relocating to 520 Wellington St., London on March 1, 2018.

Date: Wednesday, March 14, 2018

To: Strategic Priorities and Policy Committee, City of London

From: London Convention Centre Board of Directors

Subject: London Convention Centre Corporation Board Appointment Recommendation

Recommendation:

The LCC Board of Directors recommends Mr. David Smith for an 8 month LCC Board appointment from April 1 to November 30, 2018.

Background:

The LCC Board of Directors is recommending Mr. Smith's appointment replacing Ms. Chris Moss who recently resigned from the LCC Board after serving for the past 2 years. Mr. Smith responded last fall to the LCC's invitation to the community for anyone interested in joining the Board. Mr. Smith's resume is attached to this note. As a member of four professional national and provincial health associations, Mr. Smith, a London resident, will be a great community health connector for the London Convention Centre.

LCC By Law:

Section 4 of the LCC By-Law addresses Board composition. Paragraphs (1) through (3) identify the community sectors which are to be represented on the LCC Board. Sector representation is important to enable communication with the communities that drive a high percentage of conventions and conferences to the LCC.

(1) The Board of the Corporation shall be composed of the Mayor as a member *ex officio* and ten members appointed by Council:

- (a) two of whom shall be Members of Council;
- (b) six of whom may be engaged full-time in or otherwise representative of one of the following sectors of the community:
 - (i) hospitality;
 - (ii) travel and transportation;
 - (iii) health care;
 - (iv) business;

- (v) marketing or public relations;
 - (vi) digital media;
 - (vii) sports;
 - (viii) agriculture or agrifoods; or
 - (ix) education;
 - (c) one of whom shall not be engaged either full-time or part-time in any sector mentioned in clause (b) or (d); and
 - (d) one of whom may, but need not, be a member of the not-for-profit corporation Emerging Leaders London Community Network.
- (2) Council shall nominate individuals for appointment under subsection (1).
- (3) If an individual engaged in a sector mentioned in clauses (b) or (d) of subsection (1) is nominated to the Council, the Council shall first satisfy itself that the individual can generally represent the sector, and can fairly serve the best interests of the Corporation and the sector having regard to the individual's personal interest.
- (4) Expressions of interest of individuals in serving as directors may be solicited:
- (a) by advertising in a newspaper having general circulation in the municipality;
 - (b) by a posting on the Corporation's and/or the City's website; and/or
 - (c) in any other manner determined by the Council, acting reasonably; and the Civic Administration shall submit a list of names of interested individuals to Council, who shall consider such individuals prior to making its nominations.

TERM:

- (a) Members of Council appointed as Directors shall be appointed for a term not exceeding their term in office as Member of the Council that appoints them.
- (b) Directors who are not members of Council shall be appointed for a term not exceeding thirty-six (36) months; provided, however, such term may not exceed the term of office of the Council that appoints them.
- (c) Directors are eligible for re-appointment to the Board for up to six consecutive years.
- (d) The seat of an appointed member of the Board becomes vacant if the Director is absent from the meeting of the Board for three successive meetings without being authorized to do so by the Council.

QUALIFICATIONS

- (a) Each Director shall be at least eighteen years of age and not an undischarged bankrupt or mentally incompetent person.
- (b) Seventy-five percent (75%) of the Directors who are not Members of Council or the Mayor shall be residents of the City. The balance of the Directors, other than the Mayor and Members of Council, may be residents of any of the municipalities within 100 kilometres of the municipal boundaries of the City.

David Smith, MBA, CHE

127 Grieve Place □ London, ON, N6E 3E1

□

 LinkedIn: ca.linkedin.com/in/davidsmith76

RE: **London Convention Centre
Board of Directors Vacancy**

To Whom It May Concern:

Please accept my cover letter and resume as indication for my intent to apply for a position with London Convention Centre (LCC)'s Board of Directors. I am confident my MBA education, multiple years of governance experience with Boards (governance and also reporting to a Board) and senior leadership roles in the public health sector makes me a strong candidate.

In my current employment in the public health and community health care sector, I am responsible for managing health promotions programs and services. An experienced senior leader with a successful track record in: strategic planning, financial planning and monitoring, building partnerships with key stakeholders in the healthcare sector (including the Ministry of Health and Long-Term Care and LHIN funded organizations), political acuity in working with Boards of Health and fiduciary management, I make an ideal candidate for this position.

Currently, my board experience includes holding the position President of the Regional HIV Aids Connection Board. Professionally, my current credentials include:

- MBA from Ivey Business School
- BSc (Bachelor of Dental Sciences) leading to licensure as a Regulated Health Professional with the College of Dental Hygienists of Ontario (CDHO)
- CHE (Certified Healthcare Executive) with the Canadian College of Health Leaders (CCHL)
- RIMS (Risk Management Society) member, working towards CRM (Canadian Risk Management) designation
- Six Sigma Green Belt trained

Crucial to my success has been my ability to succeed in a diverse environment where critical detail-oriented, integrity, and excellent communication skills, is held at a premium. I truly believe that my skills, experience, and character will enable me to offer as much to this position.

Thank you for considering my candidacy for this exciting Board of Directors position with LCC. I look forward to discussing this exciting opportunity further.

Respectfully yours,



David Smith

David Smith, MBA, CHE

127 Grieve Place □ London, ON, N6E 3E1



 LinkedIn: ca.linkedin.com/in/davidsmith76

Profile

Senior Healthcare Executive with over 15 years of diverse healthcare experience including progressive management in the public healthcare sector, proving post-secondary university and college instruction and regulated clinical service provider. With a proven ability to utilize deep knowledge of lean methodologies and continuous quality improvements, along with evidence-informed leadership theories, I have help guide managers and teams to perform at their highest level. Well-versed in strategic analysis and planning to align projects with organizational goals with an emphasis on delivering value via core activities that create organizational sustainability.

Professional Experience

Elgin St. Thomas Public Health

May 2014-Present

A public health care population based-approach working together with communities to promote and protect the health of people. Mandatory health programs and services are set by the Province of Ontario in the Health Protection and Promotion Act

Manager, Health Promotion

- Specialized leading a team of interdisciplinary healthcare professionals including coaching, leadership, facilitation and negotiation to ensure programs standards were met
- Developed program objectives and determined goals of the program, classify and organized the work of the teams in addition to coordination of staff to achieve goals and objectives.
- Ensured staff kept abreast of knowledge of theories and principles of public and population health including health promotion, epidemiology, community health planning, and knowledge exchange and research methodology.

Elgin St. Thomas Public Health

August 2010-May 2014

A public health care population based-approach working together with communities to promote and protect the health of people. Mandatory health programs and services are set by the Province of Ontario in the Health Protection and Promotion Act.

Manager, Clinical Services

- Coordinated and organized the daily activities of a team of multi-disciplinary primary health care professionals utilizing a sophisticated client management software database, in concert with Microsoft Office products, resulting in increased performance.
- Ensured the organizational vision, mission and values is adhered to by front-line staff, leading to established long-term measurable goals and outcomes.

- Adoption and rollout of organizational 3-year strategic planning session
- Fiduciary responsibilities encompassing the monitoring of daily spending to ensure spending allocations are in alignment and sustainable throughout the year.

Fanshawe College

January 2004-June 2014

Fanshawe College is a comprehensive, accredited college serving the greater London region by providing flexible learning arrangements and experiential education opportunities in such industries as technology, business, healthcare and social services.

Professor-Dental Sciences

- Sessional Clinical Professor in the multi-discipline dental clinic for Fanshawe College dental students
- Didactic evaluation inclusive of dental preventive therapy interventions
- Theory and methodology instruction inclusive to dental radiography
- Seasoned leader and mentor for students and new faculty

Education

Ivey Business School, Western University

Masters of Business Administration (MBA)

University of British Columbia

Bachelors of Dental Sciences (BDSc)

University of Toronto

Working towards Risk Management Certificate (expected 2017)

Canadian College of Dental Health

Diploma in Dental Hygiene

Certificates

- Canadian Healthcare Executive (CHE) with the Canadian College of Healthcare Leaders
- Six Sigma Green Belt trained
- Working towards Canadian Risk Management designation with the Risk Management Society (RIMS). Completed Risk Finance and Risk Foundations with the University of Toronto

Associations

- Member of the Canadian College of Health Leaders (CCHL)
- Canadian College of Dental Hygienists of Ontario (CDHO)
- Canadian Dental Hygienists Association (CDHA)
- Ontario Association of Public Health Dentistry (OAPHD)

Boards

- President-Regional HIV Aids Connection

Accomplishments

- Contributed to the drafting and adoption of an organizational 3-year strategic plan which incorporated an environmental analysis of key stakeholders, engaging front-line staff and policy makers
- Annually drafting of the provincial programs mandatory programs budget to the Ministry of Health and Long Term Care, taking into account the outcomes of the Ontario Public Health Standards (OPHS) within the Health Protection and Promotion Act (HPPA)
- Created an innovative, electronic best practice clinical services technical database and manual for front-line health care staff which lead to overall increase in client satisfaction.
- Drafted and approved clinical operations policies and procedures that resulted in a decrease in clinic wait times.
- Organized a successful sexual health epidemiological evaluation of students engaging in high risk unprotected sex, with results yielding in a decrease of sexually transmitted infections over a two-year cohort.
- Streamlined clinical services delivery by amalgamating programs and services utilizing a blended holistic model. The new model yielded lean measures, resulting in decreased overall operational spending.
- Quality assurance initiatives inclusive of implementing a client satisfaction analysis, increasing total patient experience approval.

7TH REPORT OF THE
GOVERNANCE WORKING GROUP

Meeting held on March 5, 2018, commencing at 1:31 PM, in Committee Room #4, Second Floor, London City Hall.

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

ALSO PRESENT: M. Hayward, G. Barrett, A. Codispodi, B. Coxhead, A. Hagan, L. Livingstone, L. Loubert, S. Maguire, L. Maitland, L. Rowe, E. Soldo, J. Stanford, T. Thomas, R. Wilcox and G. Zhang.

I. CALL TO ORDER

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

II. CONSENT ITEMS

2. 6th Report of the Governance Working Group

That the 6th Report of the Governance Working Group, from its meeting held on November 13, 2017, BE RECEIVED.

III. ITEMS FOR DISCUSSION

3. Council Policy Manual Modernization

That the actions outlined in the revised attached Council Policy Index (Appendix "A"), with respect to the Council Policy Manual Modernization process, BE APPROVED; it being noted that the following revisions are highlighted in bold on the attached Appendix "A":

- "Requiring Building Permits for Buildings Constructed More Than One Year Prior" – revise so that the policy is no longer embodied in a communication to a Council Member, but rather in a standard corporate template;
- "Free Downtown Parking During Christmas Season" – revise as needed to ensure that the policy reflects current need and practices;
- "Public Notification Policy for Construction Projects" – revise to reflect the direction in a Council resolution dated November 21, 2017;
- "Mayor – Contracted Staff" – revise, if needed, subsequent to review to ensure that the existing policy appropriately addresses corporate needs;
- "Delegation of Powers and Duties Policy – the Civic Administration to compile a comprehensive listing of delegated authorities;
- "Protocols for Unapproved Aboriginal Burial Sites" – revise before any action is taken to repeal, consultation should be undertaken with the Indigenous community. If consensus is reached, policy can be repealed; and,
- "Value of Parkland Dedication" – revise to require that an accredited appraiser be retained by the applicant to undertake the appraisal, with a provision of reasonableness with respect to the requirement for an appraisal to be undertaken by an accredited appraisal where a small parcel of land is being acquired.

4. Hiring of Employees Policy

That, on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Officer, the attached revised proposed by-law (Appendix "B") BE INTRODUCED at the Municipal Council meeting to be held on March 27, 2018 for the purpose of amending By-law No. A.-6151-17, being the "Council Policy By-law" by repealing and replacing Schedule "B" - "Hiring of Employees Policy" with a new Schedule "B" - "Hiring of Employees Policy" in order to update the Policy to implement nepotism free hiring practices for both internal and external applicants.

IV. NEXT MEETING DATE

5. That it BE NOTED that the next Governance Working Group meeting will be held on Monday, March 26, 2018, at 1:30 PM, in Committee Room #4.

V. ADJOURNMENT

The meeting adjourned at 2:48 PM.

Appendix A - Council Policy Index

This Appendix details Council direction for Stage 2 of the Council Policy modernization process.
Column Descriptions
1: This column indicates the name of the policy.
2: This column indicates whether the policy will remain a Council Policy, become an Administrative Practice & Procedure or be repealed.
3: This column indicates if a revision will be brought forward in Stage 3 of the Council Policy modernization process.
4: This column describes the nature of the policy revisions that are to come forward in Stage 3, as applicable, reason for repeal or any other required actions.

City Manager's Office Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
Community Arts Investment Program Policy	Council	No	
Corporate Identity Policy	Council	Yes	Revise to include that internal use must adhere to the Corporate Identity Guidelines.
Public Art Policy	Council	Yes	Revise to eliminate irrelevant sections or sections that can be considered operational.
Media Protocols Policy	Council	Yes	Revise for gender neutrality.
Community Engagement Policy	Council	No	
Banners Over City Streets	Council	Yes	Revise to clarify guidelines and ensure consistency with current practices.

Appendix A - Council Policy Index

Development & Compliance Services Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
Methane Gas	Council	Yes	Revise to remove sections of this policy that are administrative or redundant.
Unprotected Excavations at Construction Sites	Council	No	
Requiring Building Permits for Buildings Constructed More Than One Year Prior	Council	No	Revise so that the policy is no longer embodied in a communication to a Council Member, but rather in standard corporate template.
Sharing Fence Costs with City	Repeal		No longer required as cost sharing is addressed in the PS-6 Fence By-law.
Gateway Structures, Fences and Walls - Ownership & Maintenance	Council	No	
Refunding of Application Fees	Council	No	
Government Agencies to Pay Fees	Council	No	
Subdivision & Development Agreement Security Policy	Council	No	
Assumption of Works and Services	Council	No	
Street Cleaning in Unassumed Subdivisions	Council	No	
Third Party Billing – City of London Contracts	Council	No	
Residential Front Yard and Boulevard Parking	Council	Yes	Revise as needed subsequent to a review of front yard and boulevard parking.
Non-Enforcement of Parking Regulations	Council	No	
Free Downtown Parking During Christmas Season	Council	Yes	Revise as needed to ensure that the policy reflects current need and practices.
Enforcement of City Personnel	Council	Yes	Revise as the current policy is outdated.
Commemorative Street Naming Policy	Council	Yes	Revise as the current policy is outdated.

Appendix A - Council Policy Index

Environmental & Engineering Services Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
Frequency of Garbage, Recyclable Material, Yard Materials and Fall Leaf Collection	Council	No	
Citizens Unable to Take Out Garbage or Recyclable Material	Council	No	
Containerized Garbage Collection Systems	Council	Yes	Revise to add in "or designate" after City Engineer in all places.
Waiving of Landfill Site Fees	Council	No	
Spills Policy	Administrative	No	This is an administrative procedure.
Provision of Blue Boxes	Council	No	
Public Notification Policy for Construction Projects	Council	Yes	
Drawing Review Fees	Council	Yes	Revise to provide additional clarity in light of ongoing review.
Assessment, Circulation and Repayment of Road Local Improvements	Administrative	Yes	Revise to include all policy matters related to local improvements.
Flankage Exemptions for Surface Works and Sewers	Council	Yes	Revise to clarify Flankage Exemption.
Absence of Private Drain Connections	Administrative	No	This policy operationalizes strategic direction.
Absence of Sewers and Private Drain Connections	Council	Yes	Revise to reflect current requirements.
Assessing Rectangular Corner Lots	Administrative	Yes	Revise to include all policy matters related to local improvements.
Classification of Warranted and Unwarranted Sidewalks and Roadworks	Repeal		Unwarranted sidewalks have not occurred in recent memory. All sidewalks are now warranted based on the London Plan. Definitions unnecessary.
New Sidewalk Installations	Repeal		Policy unnecessary. City Engineer has the authority to install sidewalks on all roads.
Service Cut Restoration Work by Utilities and Contractors	Council	No	
Deleting Works from Tenders	Council	No	
Noise Attenuation Barriers	Administrative	No	This policy operationalizes strategic direction; it provides justification for response to frequent public requests.
Railway Crossing Protection Drawings	Repeal		The railway companies no longer require the City to sign their protection drawings.
Painting of Municipal Address Numbers on City Curbs	Repeal		This policy is unnecessary. A permit for approved works would address these issues.
Phase Out Use of City-Owned Vehicles	Council	Yes	Revise to change title to "Annual Assessment of Underutilized Light Vehicles", which is more reflective of the policy itself.

Appendix A - Council Policy Index

Services for Special Events	Council	Yes	Revise to provide additional clarity. (e.g. words such as "municipal service" are not clear.
Private Storm Water Connections	Council	Yes	Revise to change Storm Water to Stormwater.
Sewer Clean-Outs	Repeal		This policy is redundant.
Cleaning of Sewer System	Administrative	No	This policy operationalizes strategic direction.
Catch Basins on Private Property	Council	Yes	Revise to reflect current needs.
Connection to Water Services	Repeal		This policy is redundant.
Rear Yard Grading and Drainage	Council	No	
Servicing Dry Industrial Uses in the Annexed Area	Repeal		This policy is redundant and superceded by the London Plan.
Land Dedication	Council	No	
Street, Lane and Walkway Closings	Council	No	
Street Naming - Streets of Honour	Council	Yes	Revise, as needed, as a result of previously directed review. (GWG September 7)
All-Way Stops	Repeal		This policy is unnecessary; installation follows technical warrant system.
Noise Barriers on Arterial Roads	Administrative	No	This policy provides technical procedural direction.
Temporary Road Closures	Repeal		This policy is unnecessary as it is addressed under the Special Events Administrative Procedures Manual.
Responsibility for Installation and Maintenance of Driveway Culverts	Administrative	No	This policy provides guidelines to employees for running day-to-day business, and frequency for homeowner installations is very low.
New Traffic Signal Locations	Council	No	
Lane Maintenance Policy	Council	No	
School Crossing Guard Program Policy	Administrative	Yes	This policy includes detailed procedures for employees. Council has asked for options to change the criteria from SCGs.
Encroachment Policy	Council	No	
Coloured Crosswalk Policy	Administrative	No	This policy includes detailed procedures for employees.
Traffic & Parking By-law Amendments	Council	Yes	Revise, if needed, as a result of a detailed review of the Traffic & Parking By-law currently underway which may result in additional delegation of approvals to staff.
Overnight Parking Pass Program Policy	Administrative	No	This policy includes detailed procedures for employees.
Interest Rate	Administrative	Yes	These policies operationalize strategic direction and provide guidelines to employees for running day-to-day business. Policies will be revised to consolidate all policies related to local improvements.
Commuting Charges	Administrative	Yes	
Expediting Charges	Administrative	Yes	
Street Services Implementation and Financing	Administrative	Yes	

Appendix A - Council Policy Index

Finance & Corporate Services Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
Grants to Centennial Hall	Council	No	
Reduced Rental Rates for Non-Profit Groups	Council	No	
Objectives of Centennial Hall	Council	No	
Using Centennial Hall for City Sponsored Events	Council	No	
Lessee Protection and Non-Competitive Clauses	Council	No	
Accounts Receivable and Collections Policy	Council	No	
Investment Policy	Council	No	
Trust Fund Policy	Council	No	
Donations Policy	Council	No	
Royal Canadian Legion Branch Property Tax Relief Program Funding	Council	No	
Security Policy Regarding Letters of Credit	Council	Yes	Revise to remove outdated references in conjunction with Building.
Identification of Operating Surpluses – Boards and Commissions	Council	No	
Lease Financing Policy	Council	No	
Multi-Year Budget Policy	Council	No	
Surplus/Deficit Policy	Council	No	
Assessment Growth Policy	Council	No	
Debt Management Policy	Council	No	
Sale of Major Assets Policy	Council	No	
Capital Budget and Financing Policy	Council	No	
Affordable Housing Reserve Fund Implementation Policy	Council	No	
Asset Transfers To Municipal Services Corporations Policy	Council	No	
Conveyance of Sanitary Filled Land	Council	No	
Real Estate Service – MLS	Council	No	
Financing of Sales	Council	No	
Transactions Involving Elected Officials	Council	No	

Appendix A - Council Policy Index

Property for Capital Works Projects	Council	No	
Internal Review of Property Sales	Council	No	
City-Owned Residential Properties	Council	No	
Property Enquiries to Board of Education	Council	No	
Demolitions of Buildings on Flood Plain Lands	Council	No	
Rental of Lands for Billboards	Council	No	
Leasing and Licencing of City-Owned Land	Council	No	
Real Estate Services	Council	No	
Lands for Public Works Projects	Council	No	
Donation of Land and Buildings to the City	Council	No	
Sale and Other Disposition of Land Policy	Council	No	
Real Property Acquisition Policy	Council	No	
Tax Collection Policy	Council	No	
Treatment of Properties That Do Not Sell At Municipal Tax Sales	Council	No	
Minutes of Settlement for Assessment Appeals	Council	No	
Travel & Business Expenses	Council	Yes	Revise, if needed, upon report back on per diem rates required in late Spring/early Summer, as requested by the Governance Working Group on GWG September 7, 2017.
Procurement of Goods & Services Policy	Council	No	

Appendix A - Council Policy Index

Human Resources & Corporate Services Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
City of London Race Relations Policy	Council	Yes	Revise, if needed, as a result of current review, which may include possible alignment of this policy to the Community Diversity and Inclusion Strategy.
Diversity and Inclusion Policy for the City of London	Council	Yes	Revise, if needed, as a result of current review, which may include possible alignment of this policy to the Community Diversity and Inclusion Strategy.
Accessibility Policy	Council	No	
Promotion of Corporate Products to City Staff	Council	No	
Parking Tickets Received by Employees	Administrative	No	This is an internal practice/procedure utilized by Service Area leads or designates in carrying out day-to-day business operations.
Retirement Dinners for Department Heads	Council	No	
Hiring of Employees Policy	Council	Yes	Revise to ensure a nepotism free work force.
Temporary Vacancies	Administrative	No	There are currently Administrative policies (Position Management Process, Recruitment and Selection) that outline the process for dealing with vacancies and the responsibility of Service Area Leads. The wording from this policy can be incorporated into the current administrative Position Management Process policy.
Workplace Safety and Insurance Act Claims	Administrative	No	This is an internal practice/procedure utilized by Service Area leads or designates in carrying out day-to-day business operations. Delegating authority has been granted to the applicable Service Areas to administer the processes involved.
Employee Service Recognition Program	Council	No	
Benefits for Non-Union Employees on Long Term Disability	Administrative	No	This should be an administrative practice/procedure and added to existing information where other Long Term Disability benefits are explained. This will enable all related information to be in one place for ease of reference.
Benefits for Survivors of Employees Killed on the Job	Council	No	
Appointments Requiring Council Approval and/or Consultation	Council	No	
Workplace Harassment and Discrimination Prevention Policy	Council	Yes	Revise, if needed, subsequent to review to ensure the policy is appropriately updated.
Mayor – Contracted Staff	Council	Yes	Revise, if needed, subsequent to review to ensure that the existing policy appropriately addresses corporate needs.
Fixed Term Employment Agreements	Council	No	

Appendix A - Council Policy Index

Leaves of Absence Without Pay	Administrative	No	Service Area leads have decision making authority to approve or deny requests operationally. Many leaves are covered by legislation and also built into collective agreements.
Collective Bargaining Activities	Council	No	
Non-Issuance of Lifetime Golf Memberships	Repeal		Code of Conduct prescribes what can or cannot be done. This situation would be considered a violation of the Code of Conduct.

Appendix A - Council Policy Index

Housing, Social Services & Dearness Home Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
Releasing of Assets Once Residents' Costs Paid	Repeal		This policy is superseded by the Long Term Care Act 2007.
Funeral Expenses for Indigent Residents	Administrative	No	This is operational in nature.
Interest from Bequest Fund	Administrative	Yes	This is operational in nature and requires updating to reflect current needs.
Preferred Accommodation Charges	Repeal		This policy is superseded by the Long Term Care Act 2007.
Homemakers and Nurses Services	Council	Yes	Revisions required to reflect current needs.
Special Assistance and Supplementary Aid	Council	No	
Purchased Service Agreements	Council	Yes	Revision required as the policy is referring to the provision of financial information in support of increased rates and does not refer to the delivery of services.

Appendix A - Council Policy Index

Legal & Corporate Services Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
Bravery Award Policy	Council	No	
Queen Elizabeth Scholarships	Council	Yes	Revision required to include gender neutral references.
Mayor's New Year's Honour List Policy	Council	No	
Annual Retirement Dinner, 25-Year Club Dinner and Other Civic Dinners Policy	Council	No	
Diversity, Race Relations and Inclusivity Award Policy	Council	Yes	Revision may be required subsequent to review to ensure the policy is as inclusive as possible.
Corporate Plaques and Recognitions Policy	Council	No	
Outstanding London Ambassador Award Policy	Council	Yes	Revisions required to address process challenges identified to date.
Use of Cafeteria as Staff Facility Policy	Council	No	
Soliciting Funds in City Hall Policy	Council	Yes	Revisions required to provide additional clarity re: event frequency.
Naming/Re-naming or Dedicating of Municipal Property, Buildings and Park Elements	Council	No	
City of London Days at the Budweiser Gardens Policy	Council	No	
Use of Civic Square by Centennial Hall Events Policy	Council	No	
Appointment of Deputy Mayor	Council	No	
Placement of Public Submissions on Standing Committee Agendas	Council	No	
Inter-Municipal Endorsement of Council Resolutions	Council	No	
Discussion on Elected Officials' Salaries to be in Public	Council	No	
Council Appointee to External Board or Commission – Membership Paid by City	Council	Yes	Revise to reflect current practice of external boards and commissions funding costs associated with their membership.
General Policy for Advisory Committees	Council	Yes	Revise to reflect recent Council direction, ensure gender neutrality in certain sections and to streamline the process as it relates to organizational nominees.
Delegations by Union Executives to Standing Committees	Council	No	
Anonymous Communications, Etc.	Council	No	
Establishment of Task Forces and Working Groups	Council	No	
City Representation at "Out of Town" Functions	Council	No	

Appendix A - Council Policy Index

Civic Administration - Not to be Appointed as Voting Members to Boards, Commissions and Advisory Committees	Council	No	
Allocation of Councillors' Offices	Council	Yes	Revise to correct typographical error.
Policy for the Use of City of London Resources for Municipal Election Purposes	Council	Yes	Revise, if needed, in response to August 21 SPPC motion to consider providing more clarity to this policy.
Issuance of Computer Equipment to Council Members	Council	Yes	Revise, as needed, in response to August 21 SPPC motion to ensure that this policy is as flexible as possible and to reflect the upcoming Council term.
Code of Conduct for Members of Council	Council	TBD	Revise, as needed, subsequent to review by the Integrity Commissioner.
Remuneration for Elected Officials and Appointed Citizen Members	Council	No	
Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions	Council	No	
Review of Ward Boundaries	Council	No	
Process for the Public Release of Information Pertaining to Investigations Undertaken by the Ontario Ombudsman	Council	Yes	Revise to reflect gender neutral language.
Audio Recording of Municipal Council and Standing Committee In Closed Session Meetings Policy	Council	No	
Risk Management Policy	Repeal		Contact is redundant given current corporate requirements.
Legal Services and Accounts	Council	Yes	Revise to reflect current needs and practices.
Added Staff Recommendations and Committee Reports	Council	No	
Official City Flag	Council	No	
Establishment and Review of Council Policies CPOL.-106-358	Repeal		New policy in place. Old policy needs to be repealed.
Landing of Helicopters	Council	No	
Use of Cenotaph	Council	No	
Flags at City Hall	Council	No	
Issuance of Proclamations	Council	No	
Public Notice Policy	Council	No	
Accountability and Transparency to the Public Policy	Council	Yes	Revise, as needed, as a result of Bill 68.
Delegation of Powers and Duties Policy	Council	No	Civic Administration to compile a comprehensive listing of delegated authorities.

Appendix A - Council Policy Index

Illumination of City of London Buildings and Amenities	Council	No	
City of London Records Management Policy	Council	No	
Staff at Ward Meetings	Council	No	
Protocol for Unapproved Aboriginal Burial Sites	Council	TBD	Before any action is taken to repeal, consultation should be undertaken with the indigenous community. If consensus is reached, policy can be repealed.
City of London Community Suite Policy	Council	No	
Council Members' Expense Account	Council	No	
Mayor's Expenses	Council	No	
Policy for the Establishment and Maintenance of Council Policies CPOL.-231-555	Council	No	

Appendix A - Council Policy Index

Neighbourhood, Children & Fire Services Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
London Community Grants Policy	Council	Yes	Revise to remove sections that are internal procedures used by City Staff to carry out day-to-day business and instead place that information in an Administrative Procedure. Additional revisions may be required based upon experiences from the first three years of running the program.
Dedication of Fire Stations	Repeal		Civic Administration to ensure current Association is on side prior to repealing the Policy.
Gender Equity in Recreation Services	Council	No	
Child Care Policies	Council	Yes	Revise to remove sections that are internal procedures used by City Staff to carry out day-to-day business and instead place that information in an Administrative Procedure.
Policy for waiving or reducing fees for use of city owned community centres and recreation facilities	Council	Yes	Revise to remove sections that are internal procedures used by City Staff to carry out day-to-day business and instead place that information in an Administrative Procedure.

Appendix A - Council Policy Index

Planning Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
Elsie Perrin Williams Estate	Council	No	
Monumenting Program	Council	No	
Telecommunication Facilities Consultation Policy	Council	No	
Value of Parkland Dedication	Council	Yes	Revise to require that an accredited appraiser be retained by the applicant to undertake the appraisal.
Parkland Dedication – Plan of Subdivision	Council	Yes	Revise to change the rate of dedication for parkland from 1 hectare for each 300 dwelling units to 1 hectare for each 500 dwelling units, consistent with recent changes to the Planning Act.
Parkland Dedication Cash-in-lieu	Council	Yes	Prior to revision, staff to review the most appropriate, cost effective way to appraise the property in order to mitigate cost and reflect same in a revision that addresses appraisal requirements.
Parkland Dedication – Site Plan	Council	No	
Parkland Dedication – Acquisition of Parkland Outside a Plan of Subdivision	Council	No	
Pathway Corridors	Council	No	
Parkland Accounts	Council	Yes	Revise to modify the policy and include new provisions for parkland accounts as noted in Bill 73.
Survey Documents Suitable for Ontario Basic Mapping	Administrative	No	Contains what should be administrative procedures and practices.
Perfecting Property Titles for which Consents were not Obtained	Council	No	
Demolition Control	Council	No	
Substantially Changed OPA/ZBA Applications	Council	No	
Urban Design Awards	Council	No	
Tree Preservation	Council	Yes	Revise to align with current subdivision processes and with the Tree Conservation By-law.
Notices of OPA and ZBA Received From Other Municipalities	Council	No	
Naturalized Areas and Wildflower Meadows	Council	No	
Siting of Cannabis Retail Stores in London	Council	No	
Siting of Supervised Consumption Facilities and Temporary Overdose Prevention Sites in London	Council	No	

Appendix A - Council Policy Index

Parks & Recreation Policies

1-Policy Title	2-Council, Administrative or Repeal	3-Revision Required	4-Nature of Revision/Reason for Repeal/Actions Required
Athletic Travel Grants	Council	No	
Corporate Sponsorship and Advertising Policy	Council	No	
Leasing Parkland	Council	Yes	Revise to amend to require an accredited appraiser be retained by the applicant to undertake the appraisal.
Financial Assistance for Program Activity Fees	Council	No	
Inclusion in Recreation Facilities, Parks and Services	Council	No	
Special Events Policies and Procedures Manual	Council	No	
Use of Inflatable Amusement Devices During Rental of City Parks or Other Facilities	Administrative	No	This policy includes operationalized guidelines better suited for an Administrative Practice or Procedure.
Rzone Policy	Council	Yes	Revise to provide NCFS the authority to ask individuals to leave property.

APPENDIX B

Bill No.
2018

By-law No. A.-6151()-

A by-law to amend By-law No. A.-6151-17, being “A by-law to establish policies for the sale and other disposition of land, hiring of employees, procurement of goods and services, public notice, accountability and transparency, and delegation of powers and duties, as required under section 270(1) of the *Municipal Act, 2001*” in order to repeal and replace Schedule “B” – Hiring of Employees Policy with a new Schedule “B” – Hiring of Employees Policy.

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

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

AND WHEREAS section 270(1) of the *Municipal Act, 2001* requires that a municipality adopt and maintain policies with respect to the sale and other disposition of land; hiring of employees; procurement of goods and services; circumstances in which the municipality shall provide notice to the public and, if notice is to be provided, the form, manner and times notice shall be given; the manner in which the municipality will try to ensure that it is accountable to the public for its actions and the manner in which the municipality will try to ensure that its actions are transparent to the public; and, the delegation of its powers and duties;

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

1. Schedule “B”, being the Hiring of Employees Policy, to By-law No. A.-6151-17 is repealed and replaced by the attached new Schedule “B” – Hiring of Employees Policy.
2. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on March 27, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – March 27, 2018
Second Reading – March 27, 2018
Third Reading – March 27, 2018

SCHEDULE B

7. Hiring of Employees Policy

As an employer, The Corporation of the City of London (“Corporation”) is committed to workplace diversity and inclusion. Having a wide variety of people in our workplace helps our organization to be more flexible, creative and responsive. It helps us provide better service to our diverse community. The Corporation is committed to building a supportive and diverse workplace, representative of our community.

The Corporation recognizes that every applicant has a right to equal treatment with respect to recruitment and employment without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.

The Corporation is committed to maintaining accessible hiring and recruitment practices including providing reasonable accommodations in all parts of the hiring process for people with disabilities.

Every bona fide application will be considered by the Human Resources Division.

Applicants having close relatives already in the employ of the Corporation shall not be excluded from consideration of employment with the Corporation. Prospective new hires or candidates for transfer or promotion must declare during the recruitment and selection process any family relationships with individuals who directly or indirectly supervise or manage the position being applied to. Additionally, existing employees must declare and not participate in or influence any part of the recruitment and selection process where another family member is an internal or external applicant for a position.

It is the expectation of Council that hiring practices and decision making will be centered on transparency, integrity, equal opportunity and will be free from any undue influence.