

Agenda Including Addeds

Strategic Priorities and Policy Committee

7th Meeting of the Strategic Priorities and Policy Committee

May 7, 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 Strategic Plan: Semi-Annual Progress Report	3
3. Scheduled Items	
3.1 Public Participation Meeting - Not to be heard before 4:15 PM - Growth Management Implementation Strategy (GMIS)	189
a. <i>(ADDED) B. Veitch, London Development Institute</i>	219
3.2 Not to be heard before 4:20 PM - Bus Rapid Transit	
a. Municipal Council resolution from its meeting held on April 23, 2018 with respect to the Bus Rapid Transit	221
b. Resubmitting - Bus Rapid Transit - Environmental Assessment Initiative	222
c. Resubmitting - Bus Rapid Transit - C. Butler	269
d. Bus Rapid Transit - J. Grainger, President, London Region Branch, Architectural Conservancy Ontario	271
e. Bus Rapid Transit - J. MacDonald, CEO and General Manager, Downtown London, G. Gallacher, Chair, LDBA and D. McCallum, Chair, MainStreet London	273
3.3 Not to be heard before 7:00 PM - Municipal Accommodation Tax - Implementation	275
a. Delegation - Municipal Accommodation Tax - J. Winston, General Manager, Tourism London	289
3.4 Delegation - Not to be heard before 7:10 PM - London Convention Centre Corporation 2017 Annual Report - L. Da Silva, General Manager and CEO	298
4. Items for Direction	
4.1 8th Report of the Governance Working Group	323

5. Deferred Matters/Additional Business

5.1 (ADDED) *London Middlesex Housing Corporation Board of Directors Vacancies*

364

6. Confidential (Enclosed for members only.)

6.1 (ADDED) *Land Acquisition/Solicitor-Client Privileged Advice*

A matter pertaining to instructions and directions to officers and employees of the Corporation pertaining to a proposed acquisition 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 of land; commercial and financial information supplied in confidence pertaining to the proposed acquisition 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 that belongs to the Corporation that has monetary value or potential monetary value; information concerning the proposed acquisition whose disclosure could reasonably be expected to prejudice the economic interests of the Corporation or its competitive position; information concerning the proposed acquisition 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.

7. Adjournment

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MAY 7, 2018
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	STRATEGIC PLAN: SEMI-ANNUAL PROGRESS REPORT

That, on the recommendation of the City Manager, the report including the attached Semi-Annual Progress Report with respect to Council's 2015-2019 Strategic Plan **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

- Strategic Priorities and Policy Committee (SPPC): December 2, 18, 2014; January 12, 26, 2015; February 6, 23, 26, 2015; December 7, 2015; May 16, 2016; November 21, 2016; May 29, 2017; November 22, 2017.

BACKGROUND

Within the first 100 days of taking office, Council approved the 2015-2019 Strategic Plan. This document identifies a shared vision, mission, and strategic areas of focus in order to guide the work of Council and Administration over the Council term. The Strategic Plan also included a commitment to report regularly to Londoners on progress towards implementation.

Since that time, progress has been reported twice per year with semi-annual Progress Reports each May and November, as well as an annual Report to the Community every November. This report presents Council with an updated Progress Report for May 2018.

May 2018 Semi-Annual Progress Report

Council's semi-annual Progress Report identifies the status of every strategy in the 2015-2019 Strategic Plan. The May 2018 Progress Report, attached as Appendix A, provides an update on these strategies, including status indicators, milestone accomplishments and/or variances.

As of May 2018, 96.5% of all milestones are complete or on target. The percentage of completed milestones has increased by 9.9% since November 2017.

	November 2017	May 2018
Complete	472 (46.1%)	573 (56.0%)
On Target	497 (48.5%)	415 (40.5%)
Caution	53 (5.2%)	32 (3.1%)
Below Plan	2 (0.2%)	4 (0.4%)
Total	1024*	1024

*Note: As per Council's direction in May 2017, three new milestones were added to the Community Mental Health and Addictions Strategy.

Since the November 2017 Progress Report the number of milestones marked as "caution" (milestones behind by one quarter or three months) and "below plan" (milestones behind by two quarters, or six months, or more) have decreased from 5.4% to 3.5%.

Commons factors contributing to those items marked as "caution" or "below plan" include: additional community consultation or engagement; awaiting information, approvals or funding opportunities from other levels of government; increased research and analysis; Environmental Assessments; and, emerging priorities.

Variances reports will provided to the respective Standing Committees in July 2018 in relation to those items noted as 'caution' or 'below plan'.

CONCLUSION

Council's *2015-2019 Strategic Plan* holds a vision of London as "A leader in commerce, culture and innovation – our region's connection to the World." The May 2018 Progress Report demonstrates that progress is being made and substantial work is occurring to advance Council's vision, mission and strategic areas of focus. This document along with the annual Report to the Community are important tools that allow the community, Council and Administration to track progress and monitor implementation.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
CHERYL SMITH MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES & FUNDING	ROSANNA WILCOX DIRECTOR, COMMUNITY & ECONOMIC INNOVATION

RECOMMENDED BY:	RECOMMENDED BY:
LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES	MARTIN HAYWARD CITY MANAGER

cc. Senior Management Team
 Strategic Thinkers Table



London
CANADA

May 2018 Semi-Annual Progress Report



How to navigate this report

The May 2018 Progress Report includes:

- **Milestones:** for each strategy in Council’s *Strategic Plan*, a list of planned future-facing milestones have been established. These identify the key deliverables for each strategy. Some milestones repeat themselves under more than one strategy. The reader may wish to go directly to a specific strategy, therefore it is important to lay out the milestones for each strategy regardless if they repeat.
- **Target Date:** a target completion date has been set for each milestone, expressed as the last day of each quarter and year. In cases where the milestone must be hit on an annual basis (for example, preparing an annual report), the target end date is December 31, 2019 (the Strategic Plan end date).
- **Status:** each milestone has been assigned a status indicator to help define progress towards implementation. There are four status indicators in total: completed, on target, caution or below plan. Please see the legend below for definitions of status indicators.
- **Variance:** in some cases milestones have been delayed due to shifting priorities or emerging circumstances. In these cases a variance explanation has been provided.
- **Accomplishments:** high-level accomplishments have been included in this report and will be used to populate the content for the 2016 Report to the Community.
- **Accountability:** the City Service Area accountable for each “How are we doing it?” is identified in brackets in the same column.

Glossary of Acronyms

CMO	City Manager’s Office
DCS	Development and Compliance Services
EES	Environmental and Engineering Services
F&CS	Finance and Corporate Services
HR&CS	Human Resources and Corporate Services
HSSDH	Housing, Social Services, Dearness Home
L&CS	Legal and Corporate Services
NCFS	Neighbourhood, Children and Fire Services
P&R	Parks and Recreation
Planning	Planning

Status Indicators

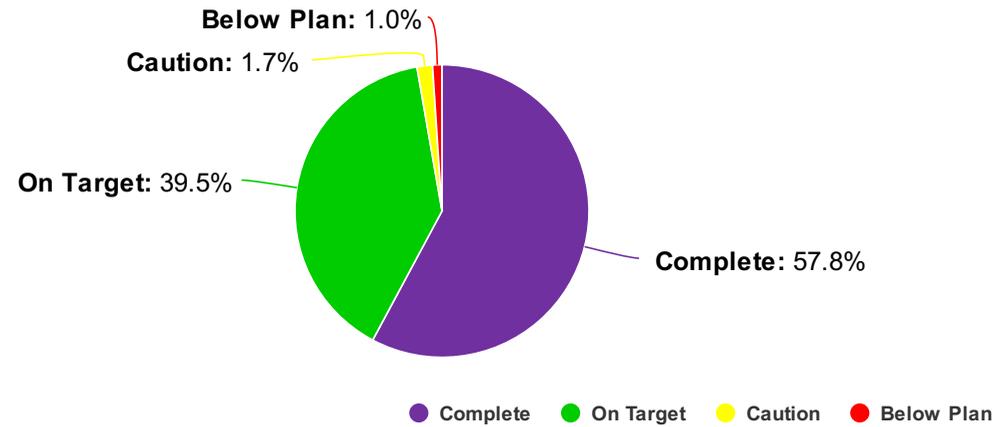
	Complete: Milestone is done with no ongoing tasks
	On Target: <ul style="list-style-type: none"> • Milestone is ongoing or completed annually; or • Milestone is on target to be completed by target end date
	Caution: <ul style="list-style-type: none"> • Milestone is delayed by 1 quarter; or • Milestone may not be completed by target end date
	Below Plan: Milestone is delayed by 2 quarters or more

Table of Contents

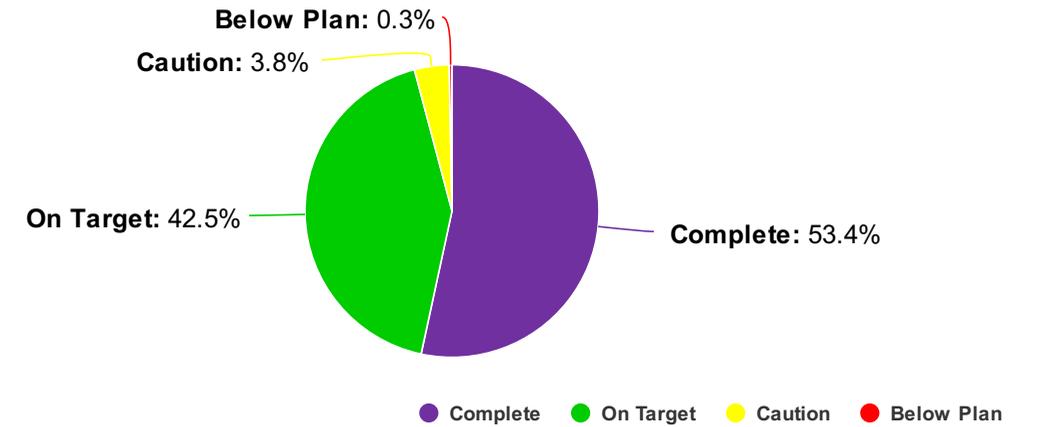
Strengthening Our Community	8
Vibrant, connected and engaged neighbourhoods.....	9
Diverse, inclusive, and welcoming community	15
Caring and compassionate services	17
Amazing arts, culture, and recreation experiences	30
Healthy, safe, and accessible city	48
Building a Sustainable City	69
Robust infrastructure.....	70
Convenient and connected mobility choices	77
Strong and healthy environment	87
Beautiful places and spaces	99
Responsible growth.....	110
Heritage conservation	116
Growing Our Economy	121
Diverse and resilient economy	122
Urban regeneration	135
Local, regional, and global innovation.....	140
Strategic, collaborative partnerships	147
Diverse employment opportunities.....	150

Leading in Public Service	156
Open, accountable, and responsive government.....	157
Innovative and supportive organizational practices.....	163
Proactive financial management	166
Collaborative, engaged leadership.....	170
Excellent service delivery	175

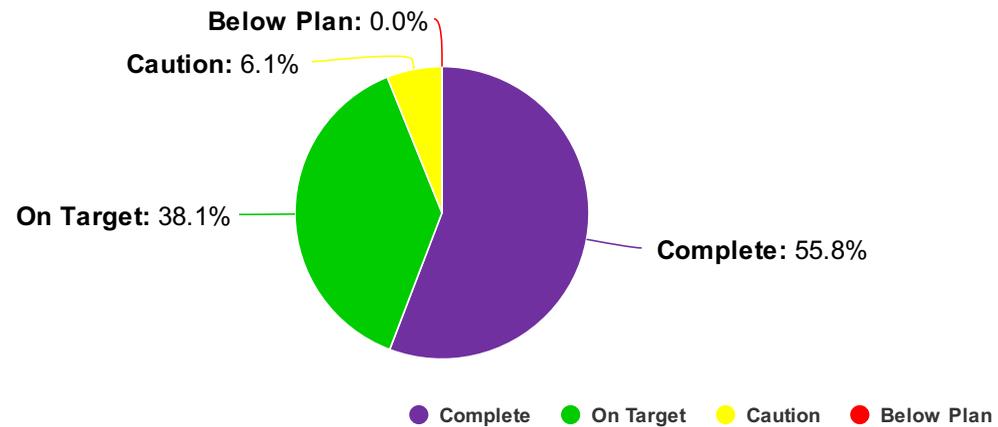
Strengthening our Community - Results



Building a Sustainable City - Results



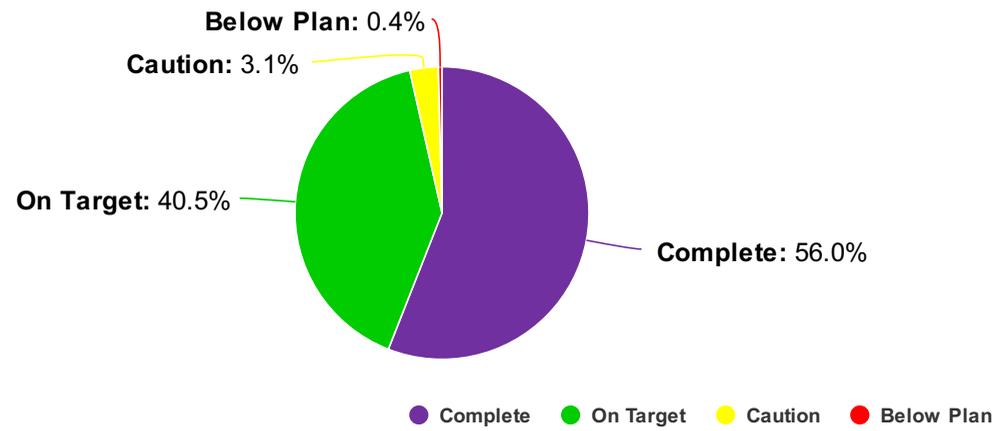
Growing our Economy - Results



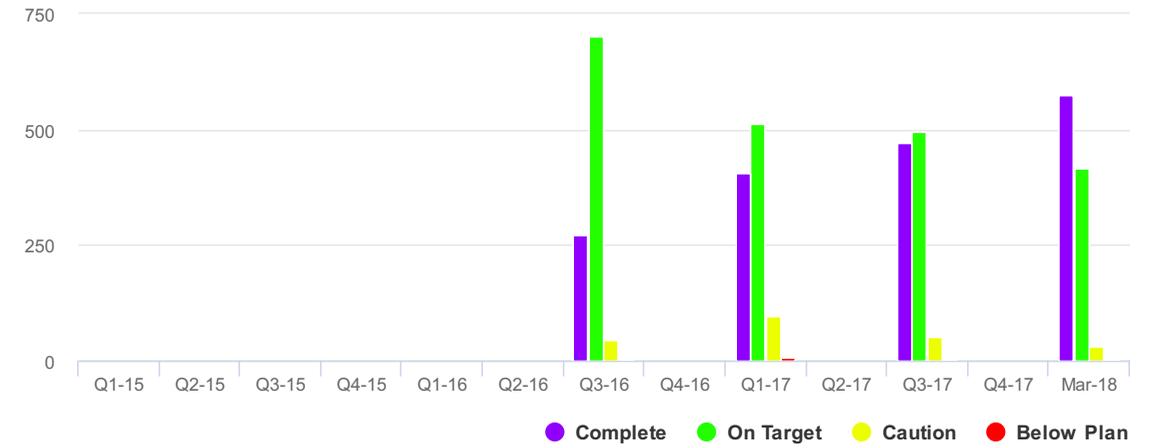
Leading in Public Service - Results



Strategic Plan - Results



Progression over time



Measure Data

Period	–	Status	Complete	On Target	Caution	Below Plan
Q1-15	–	Not Defined				
Q2-15	–	Not Defined				
Q3-15	–	Not Defined				
Q4-15	–	Not Defined				
Q1-16	–	Not Defined				
Q2-16	–	Not Defined				
Q3-16	–	Not Defined	271	701	46	3
Q4-16	–	Not Defined				
Q1-17	–	Not Defined	407	512	96	6
Q2-17	–	Not Defined				
Q3-17	–	Not Defined	472	497	53	2
Q4-17	–	Not Defined				
Mar-18	–	Not Defined	573	415	32	4
Jun-18	–	Not Defined				
18-Sep	–	Not Defined				
18-Dec	–	Not Defined				

Introduction

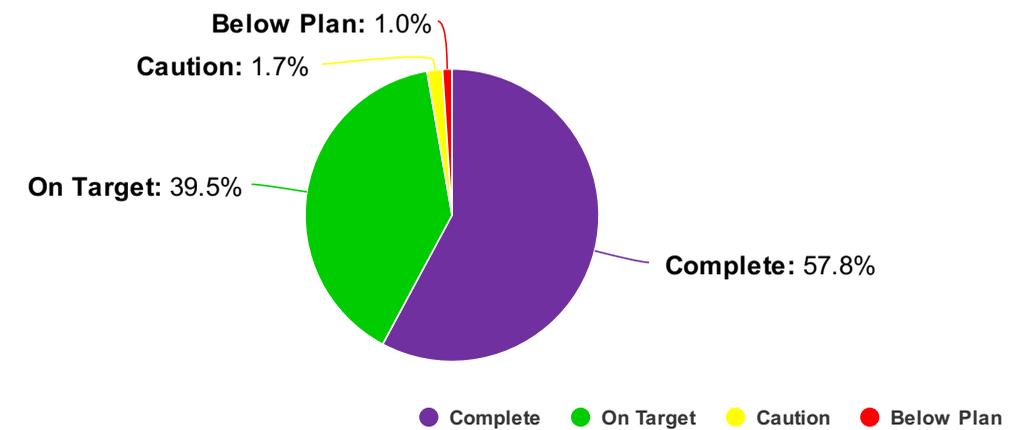
Strengthening our Community

We will build a diverse community that supports every person;
a caring community that welcomes and engages us in vibrant, safe and healthy neighborhoods,
that provides amazing cultural experiences that embrace and inspire us with a true sense of place.

Status Definitions

-  Complete: Milestone is done
-  On Target:
Milestone is ongoing or is completed annually
Milestone is in progress or not yet started and is on target to be completed by target end date
-  Caution:
Milestone is delayed by 1 quarter
Milestone is in progress or not yet started and may not be completed by target end date
-  Below Plan: Milestone is delayed by 2 quarters or more
-  Not Defined: Status has not been assigned

Strengthening our Community - Results



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
1. Vibrant, connected and engaged neighbourhoods	Support neighbourhood driven activities and decision making.	London Strengthening Neighbourhoods Strategy 2015-2020 (NCFS)	 Pilot SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in 2 neighbourhoods.	9/30/16	\$30,000 was allocated to support resident driven initiatives across 2 pilot programs. Resident ideas were collected and a public vote was held in Medway and Ward 13 – the two neighbourhoods where the pilots took place. Over 520 residents voted in their neighbourhood/ward, and chose seven neighbourhood projects ranging from events, to nature signs; and from art on utility boxes, to new playground equipment.	
			 Develop and implement City-wide community engagement strategy to inform an updated London Strengthening Neighbourhoods Strategy 2015-2020.	12/31/16	Over 4,500 Londoners were engaged in the development of the new London Strengthening Neighbourhoods Strategy. A team of 23 resident leaders representing Neighbourhood and Community Associations from across the city, gathered feedback from Londoners and developed a comprehensive 4-year plan.	
			 Support residents and key stakeholder groups in the development of London Strengthening Neighbourhood Strategy 2015 - 2020 based on the results of the community engagement strategy.	3/31/17	Residents, with the support of city staff completed their plan, and presented it to Community and Protective Services Committee in May of 2017.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Support local residents and key stakeholders in the implementation of London Strengthening Neighbourhood Strategy 2015 – 2020.</p>	12/31/19	<p>On March 3, 2018 almost 100 Londoners came out to the NeighbourGood Conference to determine the 2018 strategies and actions to be implemented from the London Strengthening Neighbourhoods Strategy. Residents volunteered to lead, support, and be part of the implementation of the 10 strategies and actions they chose to implement this year.</p>	
			<p>Develop and implement SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in all neighbourhoods by 2019.</p>	12/31/19	<p>Residents from every neighbourhood of the city participated in London's first city-wide Neighbourhood Decision Making (NDM) program. More than 4,900 Londoners helped decide what neighbourhood enhancement projects will be funded by voting online (3,700) or at their local library branch (1,200) on Saturday, November 18, 2017.</p> <p>In all, just over 300 ideas were submitted from all areas of the city, with 148 of those ideas making it on to the ballot. 14 projects received the most votes and these projects will be implemented over the next year. Winning ideas include 2 outdoor ice rinks, clay mosaics along Dundas Street in OEV, a bee pollinator garden, a ninja warrior course, and a natural landscape playground.</p>	
		Great Near Campus Neighbourhood Strategy (Planning)	<p>Complete public engagement program for reviewing and improving Near Campus Neighbourhood policies and programs.</p>	6/30/16	<p>Completed public engagement program, including additional consultation after release of Minister's modifications to The London Plan.</p>	
			<p>Complete draft policies and include them in The London Plan.</p>	9/30/16	<p>Great Near Campus Neighbourhood policies completed in draft and Council adopted the London Plan June 23, 2016.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Complete Near Campus Neighbourhood Strategy. 	9/30/16	Council approved the amendments on July 26, 2016. These amendments have also been included in the Minister-approved London Plan.	
			<ul style="list-style-type: none"> ✓ Begin implementing the Near Campus Neighbourhood Strategy through by-law enforcement, investment, implementation of Official Plan policies. 	3/31/17	Minister-approved policies on December 28, 2016. Zoning By-law amendment for secondary dwelling units in force and effect.	
	<ul style="list-style-type: none"> — Fund and partner with the London Public Library to support people and neighbourhoods. 	<ul style="list-style-type: none"> — London Public Library 2014-2017 Strategic Plan (CMO) 	<ul style="list-style-type: none"> ✓ Stewardship to demonstrate LPL's leadership, value and return on investment to the citizens of London 	12/31/15		
			<ul style="list-style-type: none"> ✓ Spaces and Places Strategy: Revitalize and re-energize the Central Library, 2015-2017 	6/30/17	<p>City-funded capital construction is complete (this includes infrastructure, e.g. stairs, lifecycle, e.g. carpet and paint, service area upgrades, e.g. new accessible FADS/AODA Welcome/Lending Desk). The last phase in progress is the <u>value-added work</u> which is supported by the LPL Fund Development including creator spaces such as the media studios.</p> <p>The Library welcomed CBC London as a first floor tenant in 2017. The London community has expressed alot of kudos and excitement as they welcomed CBC to London.</p>	
			<ul style="list-style-type: none"> ✓ Spaces and Places Strategy: Revitalize and re-energize Jalna Branch Library 	12/31/15	The interior revitalization and capital HVAC has been completed.	
			<ul style="list-style-type: none"> ✓ Spaces and Places Strategy: Revitalize and re-energize Beacock Library Branch 	9/30/16	The interior revitalization including HVAC has been completed.	
			<ul style="list-style-type: none"> ✓ Spaces and Places Strategy: Revitalization/renovation of Cherryhill and Landon Branch Libraries 	12/31/17	The interior revitalization at both libraries has been completed.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Spaces and Places Strategy: Revitalization/renovation of Byron and Masonville Branch Libraries	12/31/18	The Masonville Branch Library revitalization was completed in January 2018 and Byron Branch Library is scheduled for 2018.	
			↑ Spaces and Places Strategy: Revitalization/renovation of East London Branch Library	12/31/19		
			↑ Spaces and Places Strategy: Build new branch in southwest - Partnership with the City of London and the YMCA in a new southwest multi-purpose facility slated for opening in 2018	12/31/18	September 2018 scheduled completion is on track. Currently a "Pop Up" Library is located in Westmount Mall on a temporary basis until this new location opens following sale of the Westmount property and library building.	
			↑ Spaces and Places Strategy: Build new branch In southeast – Potential partnership with the City of London to build a multi-purpose community centre in the southeast that will result in the relocation of the Pond Mills branch to this facility – 2019-2020	12/31/19		
			✓ User First Strategy to provide an even more personalized service experience	12/31/17	The User First Strategy has been completed and operationalized.	
			✓ Collections and Resources Strategy to expand and improve access through a variety of formats and delivery platforms	12/31/19	The Collections Strategy has been completed and operationalized.	
			↑ Current and Future Technology to harness the potential of technology and mobilize our technological response including introduction of maker/creator technologies for the public	12/31/17	This project is currently in progress.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.</p>	<p>The London Plan (Public Facilities & Services) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release recommended Public Facilities & Services policies for comments. Undertake second round of public engagement seeking comments.</p>	6/30/15	Completed the second draft of The London Plan in June, 2016.	
<p>✓ Release final London Plan and hold public meeting at Planning Committee.</p>			6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		
<p>✓ Target approval of the London Plan by Province.</p>			12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.		
<p>✓ Target unappealed portions of the London Plan in force and effect.</p>			12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>		
<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.</p>			12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<p>Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision.</p>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force since January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies.</p>	12/31/19		
		<p>— Neighbourhood School Strategy – new (NCFS / Planning)</p>	<p>✓ City departments work collaboratively to research and develop draft policy with respect to effective and appropriate re-use of surplus school sites.</p>	12/31/16	<p>Draft policies completed. To be reviewed prior to report to Council.</p>	
			<p>↑ Consult with public on draft policies.</p>	6/30/18	<p>Report and draft policies for the evaluation of surplus school sites to be presented at PEC on April 3, 2018. Three reasons for City acquisition of surplus sites identified:</p> <ol style="list-style-type: none"> 1. affordable housing site 2. community centre site 3. parkland <p>Policies provide direction for reviewing identified surplus school sites by staff team representing broad areas of the Corporation.</p>	
			<p>↑ Present recommended Strategy.</p>	6/30/18	<p>Draft policies presented to PEC April 3, 2018.</p> <p>Recommended strategy to be presented after public consultation, anticipate Q2, 2018.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
2. Diverse, inclusive and welcoming community	Support immigrants and newcomers to be successful as they settle in our community.	London & Middlesex Local Immigration Partnership Strategic Plan (HSSDH)	✓ Undertake community consultations, and best practices review for development of the Strategic Plan.	3/31/16	Meetings with community partners complete.	
			✓ Completion of the 2016- 2019 London & Middlesex Local Immigration Partnership Strategic Plan.	6/30/16	London and Middlesex Local Immigration Partnership Strategic Plan complete.	
			✓ Review 2015-2016 impact of the London & Middlesex Local Immigration Partnership 2013- 2016 Strategic Plan.	6/30/16	Report to Immigration, Refugees and Citizenship Canada has been submitted.	
			✓ Active community engagement to address implementation of Strategic Plan.	3/31/17	Informed and engaged politicians, system partners, Municipal Council, Middlesex County Council, Le Reseau de Soutien a l'immigration francophone and Francophone Local Immigration Committee.	
			✓ Review of London & Middlesex Local Immigration Partnership Terms of Reference.	6/30/17		
			✓ Obtain Immigration, Refugee, and Citizenship Canada (IRCC) funding for 2017 - 2020.	3/31/17	Funding of \$572,852 for the LMLIP for the 2017-2020 cycle has been secured from IRCC.	
			↑ Formal Evaluation of London & Middlesex Local Immigration Partnership.	12/31/18		
			↑ Coordinate meetings with partners and also ethno-cultural groups to enhance cross sector supports for immigrants.	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Conference Board of Canada (resource for measurement) (HSSDH) 	<ul style="list-style-type: none"> Review London results. 	12/31/19		
	<ul style="list-style-type: none"> Support all Londoners to feel engaged and involved in our community. 	<ul style="list-style-type: none"> Community Diversity and Inclusion Strategy - new (CMO) 	<ul style="list-style-type: none"> Initial discussion with stakeholders (London Diversity and Race Relations Advisory Committee) upon confirmation of Strategy through Multi-Year Budget. Link to other concurrent activities. 	3/31/16		
			<ul style="list-style-type: none"> Initiate project scoping, including dialogue with community organizations. 	9/30/16		
			<ul style="list-style-type: none"> Complete draft strategy. 	9/30/17	The strategy was completed with 200 Londoners who came together to build all of its contents. Various community groups and organizations were consulted throughout the process.	
			<ul style="list-style-type: none"> Obtain strategy endorsement from Council and community. 	7/31/17	The strategy received unanimous support from Council on August 22, 2017. Nearly 30 Londoners came to the Council meeting to support the strategy.	
			<ul style="list-style-type: none"> Support phased implementation of strategy. 	7/31/17	Council supported the recommended next steps required for implementation of the strategy. The implementation plan and body are being finalized.	
			<ul style="list-style-type: none"> Monitor and evaluate planned activities and outcomes. 	12/31/19	Currently working with staff support team to do an initial review of the progress on all the strategies. A report may be brought to Council in Q2 highlighting the progress made and actions to take this year in respect to the implementation structure.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Consider a gender lens during the development and execution of new policies (HR&CS/All) 	<ul style="list-style-type: none"> ✓ Develop Corporate training, tools, and communications on applying a gender lens during the development and execution of new policies. 	3/31/17	Gender Lens tool developed for the execution of new policies. Training on tool scheduled to be completed by 12/31/17.	
			<ul style="list-style-type: none"> ✓ Conduct training and communications on applying gender lens. 	12/31/17	Gender Lens training developed, communicated and conducted with applicable employees, as well as offered to members of City Council.	
			<ul style="list-style-type: none"> ↑ Consider a gender lens during the development and execution of new policies. 	12/31/19		
		<ul style="list-style-type: none"> Workplace Diversity and Inclusion (HR&CS) 	<ul style="list-style-type: none"> ✓ Align Workplace Diversity Plan with the Community Diversity and Inclusion Strategy. 	12/31/17	Workplace Diversity and Inclusion Committee and Diversity and Inclusion Specialist have reviewed the strategies and incorporated into the work plan.	
	<ul style="list-style-type: none"> Work to always be a compassionate city to all. 	<ul style="list-style-type: none"> Compassionate Cities initiative (NCFS) 	<ul style="list-style-type: none"> ↑ Maintain current status with respect to this initiative. 	12/31/19	London continues to maintain its status as a Charter for Compassion participating community. London is a member of the new Canadians for Compassion Task Force (2017).	
3. Caring and compassionate service	<ul style="list-style-type: none"> Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful. 	<ul style="list-style-type: none"> London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH) 	<ul style="list-style-type: none"> ✓ Implement homeless management information system for use by all funded homeless serving organizations. 	3/31/18	13 homeless serving programs including the City of London are using a shared information system to better meet the needs of individuals and families in our community.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Conduct a more comprehensive update on housing targets and activities as part of Year 5 review of the plan.	3/31/18		<p>Given significant updates and announcements within housing and homeless prevention, including the Federal National Housing Strategy and the new Provincial deadline, additional time to initiate the process is being recommended and supported by the Province.</p> <p>Planning is underway to complete the new 5 year London Homeless Prevention and Housing Plan by March 31, 2019.</p>
			 Conduct annual updates on activities within the Homeless Prevention and Housing Plan.	12/31/19		
			 Implement flexible permanent housing allowance program.	12/31/19	City Council approved organizations to receive housing allowances in 2017. An evaluation of this program is underway.	
			 Implement Homeless Prevention Implementation Plan.	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness including youth, Indigenous persons, women and justice related initiatives.</p>	12/31/19	<p>The Street Level Women At Risk year one evaluation was completed. The evaluation demonstrated the following: a strong collaboration amongst stakeholders; 100% of the women in the program secured housing; improved health outcomes; and improved access to their children.</p> <p>The 2017 enumeration results, and 2011-2016 Shelter Use Report have both been released.</p> <p>An Indigenous community plan is underway with community partners.</p> <p>Project Home, targeting youth and justice was recently launched. This program is aimed at supporting individuals experiencing chronic homelessness in shelters to secure housing with supports.</p>	
			<p>↑ Introduce and monitor Housing First projects aimed at achieving housing stability.</p>	12/31/19		
			<p>↑ Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation / measuring housing stability.</p>	12/31/19	<p>An evaluation of the Housing Stability Bank has been completed and recommendations are being implemented to improve access to low income Londoners.</p>	
		<p>— London Homeless Prevention System Implementation Plan (NCFS)</p>	<p>■ Establish Housing First youth emergency shelter aimed at prevention.</p>	9/30/18		<p>The new timeline for opening the Housing First youth emergency shelter is targeted for Q3 2019. This is due to the length of time it has taken to acquire land.</p>
			<p>↑ Apply evidence based practices to eliminate chronic homelessness.</p>	12/31/19		
			<p>↑ Focus on diversion from emergency shelter and homelessness.</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Lead and participate in Registry Week and Point in Time Counts. 	12/31/19	By April 2018, the City of London will have completed 4 enumeration events.	
		<ul style="list-style-type: none"> Ontario Works Service Plan (HSSDH) 	<ul style="list-style-type: none"> Council approval for Bridges - Circles funding. 	3/31/16		
			<ul style="list-style-type: none"> Coordinate with lead community partners to broaden the implementation plan for Circles. 	6/30/16	The strategic leaders of the Bridges Out of Poverty group and the leaders of Circles are combining their advisory committees into one Guiding Coalition to combine efforts and maximize the impact of Circles.	
			<ul style="list-style-type: none"> Recruit additional staff to support Circles and Bridges training. 	6/30/16		
			<ul style="list-style-type: none"> Complete Circles Bridges Pilot Evaluation Report. 	3/31/17	Pilot Evaluation Report completed July 2016.	
			<ul style="list-style-type: none"> Implement the third "Circle". 	12/31/16	The Third Circle was completed in January 2017.	
			<ul style="list-style-type: none"> Implement of the fourth "Circle". 	6/30/17		
			<ul style="list-style-type: none"> Complete and release a Circles Bridges Evaluation Report # 2. 	9/30/18		
			<ul style="list-style-type: none"> Monitor client impacts and outcomes. 	12/31/19		
		<ul style="list-style-type: none"> Child and Youth Agenda (NCFS) 	<ul style="list-style-type: none"> Complete and obtain full endorsement of the Child and Youth Agenda to 2021. 	12/31/16	The Child and Youth Agenda: 2017-2021, was endorsed by City Council, and by over 95 local service providers from across the community.	
			<ul style="list-style-type: none"> Begin implementation of Strategic Priorities. 	3/31/17		
			<ul style="list-style-type: none"> Develop and implement Measurement and Evaluation Framework. 	6/30/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Continue to implement Strategic Priorities.</p>	12/31/19	<p>London's Child & Youth Network and the Kiwanis Club of Forest City-London were awarded the 2017 Pillar Innovation Community Collaboration Award for Baby's Book Bag!</p> <p>Over 35 projects were completed by CYN partners from all priority areas to promote the importance of eating vegetables and fruit, supported by \$375,000 in provincial funding.</p> <p>The Targeted Leadership Program trained and engaged 50 youth from diverse backgrounds. To date, 50% of youth who received an interview have been successful at securing a job with one of our partner agencies. Through community partnerships, a new refrigerated truck is used for redistributing 3 tonnes of food per month to neighbourhood based community organizations across the city in need.</p> <p>Forty-six partners from over 25 organizations participated in the Food Families training. Since the training, twenty-two organizations are delivering Food Families in 11 neighbourhoods around London.</p> <p>Literacy on the Go! Grocery Store Conversation Cards launched in 14 grocery stores across the city. Families in every Healthy Kids Community Challenge neighbourhood now have more opportunities to engage in meaningful conversations while they shop.</p>	
			<p>↑ Maintain strong engagement of Child and Youth Agenda Members and funding partners.</p>	12/31/19	<p>To date, \$1,312,500 has been allocated to over 80 projects targeting healthy behaviours in children, youth, and families through the Province's Healthy Kids Community Challenge.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Age Friendly London (NCFS)	✓ Complete 2nd year of 3 year implementation plan for Age Friendly London.	9/30/15		
			✓ Complete 3rd year of 3 year implementation plan for Age Friendly London.	9/30/16		
			✓ Complete evaluation of Age Friendly London strategy.	12/31/16	<p>The Age Friendly London (AFL) Impact Assessment collected quantitative and qualitative data related to the World Health Organization (WHO) indicators of an Age Friendly City. These WHO indicators were used to establish a baseline for an age friendly measurement, and will be used to assess London's progress in future years.</p> <p>The impact assessment demonstrated that London is making progress as an Age Friendly City, but that there is more work to be done. The Assessment supported the creation of the next AFL Community Action Plan.</p> <p>The AFL Impact Assessment was completed and presented to Council in November 2016.</p>	
			✓ Create next 3-5 year Age Friendly London Action Plan.	6/30/17	<p>London was honoured by the Ministry of Seniors Affairs with the Age Friendly Community Recognition Award (March 2018).</p> <p>The AFL showcased their accomplishments in the domains of Outdoor Spaces & Buildings and Social Participation at the Ontario AFC Symposium (March 26, 2018)</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Implement next Age Friendly London Action Plan.</p>	12/31/19	<p>Working Group Highlights:</p> <ul style="list-style-type: none"> Supported the launch & promotion of the new Caregiver Exchange Forum with AFLN as a community partner. Updated Age Friendly Parks checklist using a safety lens. Participated in Neighbourhood Decision Making and submitted age friendly parks project ideas. Held an older adult Volunteer Fair at Cherryhill Mall in May Shared information on seniors housing options at 12 seniors groups & community event. Completed an inventory of assistive devices for recreation. Trained community members & city staff in anti-ageism with Western Empathy Lab. Held an event on transportation & mobility for immigrant older adults in May 	
		<p>— Mental Health and Addictions Strategy - new (HSSDH/NCFS)</p>	<p>✓ Identify corporate/divisional resources to support the process upon approval of Strategy and Multi-Year Budget.</p>	6/30/16		
			<p>✓ Initiate preliminary discussions with key community stakeholders.</p>	9/30/16		
			<p>✓ Investigate options for plan development in consultation with community agencies and stakeholders.</p>	12/31/16		
			<p>✓ Engage consultant to assist with development of strategy</p>	6/30/17		
			<p>✓ Form Advisory Council</p>	7/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Present strategy to Council	12/31/17		
		London and Middlesex Food Policy Council - new (NCFS)	✓ Participate in the development of a London and Middlesex Food Policy Council.	9/30/16		
			✓ Participate as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities.	9/30/16	A City Councillor and a city representative from Planning participate on the London and Middlesex Food Policy Council.	
	Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	London Middlesex Housing Corporation Strategy (HSSDH)	↑ Review project plan to reflect a revised strategy on how to do this without dedicated funding	9/30/18	LMHC continues to work through implementing their Strategic Plan which includes focusing on tenant's housing stability by investing in support systems that will address the multiple complex needs of tenants. LMHC is also exploring a Situational Table Pilot approach and has utilized the community's Connectivity Table. Additional solutions may also be identified through the London For All Plan that has identified the need for a strategy that engages landlords in keeping more people housed.	
		London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)	✓ Implement homeless management information system for use by all funded homeless serving organizations	3/31/18	13 homeless serving programs including the City of London are using a shared information system to better meet the needs of individuals and families in our community.	
			↑ Implement flexible permanent housing allowance program	12/31/19	City Council approved organizations to receive housing allowances in 2017. An evaluation of this program is underway.	
			↑ Implement Homeless Prevention Implementation Plan	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness including youth, Indigenous persons, women and justice related initiatives</p>	12/31/19	<p>The Street Level Women At Risk year one evaluation was completed. The evaluation demonstrated the following: a strong collaboration amongst stakeholders; 100% of the women in the program secured housing; improved health outcomes; and improved access to their children.</p> <p>The 2017 enumeration results, and 2011-2016 Shelter Use Report have both been released.</p> <p>An Indigenous community plan is underway with community partners.</p> <p>Project Home, targeting youth and justice was recently launched. This program is aimed at supporting individuals experiencing chronic homelessness in shelters to secure housing with supports.</p>	
			<p>↑ Introduce and monitor Housing First projects aimed at achieving housing stability</p>	12/31/19		
			<p>↑ Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluating/measuring housing stability</p>	12/31/19	<p>An evaluation of the Housing Stability Bank has been completed and recommendations are being implemented to improve access to low income Londoners.</p>	
		<p>— London Homeless Prevention System Implementation Plan (NCFS)</p>	<p>■ Establish Housing First youth emergency shelter aimed at prevention</p>	9/30/18		<p>The new timeline for opening the Housing First youth emergency shelter is targeted for Q3 2019. This is due to the length of time it has taken to acquire land.</p>
			<p>↑ Apply evidence based practices to eliminate chronic homelessness</p>	12/31/19		
			<p>↑ Focus on diversion from emergency shelter and homelessness</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Lead and participate in Registry Week and Point in Time Counts	12/31/19	By April 2018, the City of London will have completed 4 enumeration events.	
		The London Plan (Homelessness Prevention & Housing) – draft (Planning)	 Prepare second draft of London Plan and release recommended Homelessness Prevention & Housing policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Completed the second draft of The London Plan in June, 2016.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			 Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
	<p>— Reduce and prevent homelessness.</p>	<p>— London Homeless Prevention System Implementation Plan (NCFS)</p>	<p>✓ Implement homeless management information system for use by all funded homeless serving organizations</p>	3/31/18	<p>13 homeless serving programs including the City of London are using a shared information system to better meet the needs of individuals and families in our community.</p>	
			<p>↑ Continue to implement Homeless Prevention System Implementation Plan</p>	12/31/19		
			<p>↑ Implement flexible permanent housing allowance program</p>	12/31/19	<p>City Council approved organizations to receive housing allowances in 2017. An evaluation of this program is underway.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness (including youth, Indigenous persons, women) and justice related initiatives</p>	12/31/19	<p>The Street Level Women At Risk year one evaluation was completed. The evaluation demonstrated the following: a strong collaboration amongst stakeholders; 100% of the women in the program secured housing; improved health outcomes; and improved access to their children.</p> <p>The 2017 enumeration results, and 2011-2016 Shelter Use Report have both been released.</p> <p>An Indigenous community plan is underway with community partners.</p> <p>Project Home, targeting youth and justice was recently launched. This program is aimed at supporting individuals experiencing chronic homelessness in shelters to secure housing with supports.</p>	
			<p>↑ Introduce and monitor Housing First projects aimed at achieving housing stability</p>	12/31/19		
			<p>↑ Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation/measuring housing stability</p>	12/31/19	<p>An evaluation of the Housing Stability Bank has been completed and recommendations are being implemented to improve access to low income Londoners.</p>	
		<p>— London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)</p>	<p>■ Establish Housing First youth emergency shelter aimed at prevention</p>	9/30/18		<p>The new timeline for opening the Housing First youth emergency shelter is targeted for Q3 2019. This is due to the length of time it has taken to acquire land.</p>
			<p>↑ Apply evidence based practices to eliminate chronic homelessness</p>	12/31/19		
			<p>↑ Focus on diversion from emergency shelter and homelessness</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Lead and participate in Registry Week and Point in Time Counts 	12/31/19	By April 2018, the City of London will have completed 4 enumeration events.	
	<ul style="list-style-type: none"> Provide social services including Ontario Works in the community. 	<ul style="list-style-type: none"> Ontario Works Service Plan (HSSDH) 	<ul style="list-style-type: none"> Open the South London Community Centre Social Services community location to serve residents generally in the south end of the city 	9/30/15	South London Community Centre is open and is providing services to clients in their neighbourhood.	
			<ul style="list-style-type: none"> Open the Westmount Shopping Centre Social Services community location to serve residents generally in the west area of the city 	12/31/16	Westmount Centre Social Services is open and is providing services to clients in their neighbourhood.	
			<ul style="list-style-type: none"> Report to Committee and Council with results of Request for Proposals for East Area Social Services community location and approval of lease 	12/31/16		
			<ul style="list-style-type: none"> Open the East Social Services community location 	9/30/17	Operational as of May 8, 2017.	
			<ul style="list-style-type: none"> Plan and discuss location and services for the Core Social Services office with Corporate partners 	12/31/19	Operational as of March 27, 2017.	
	<ul style="list-style-type: none"> Provide compassionate care for animals. 	<ul style="list-style-type: none"> Expanded Animal Welfare Initiatives Strategy (DCS/EES) 	<ul style="list-style-type: none"> Begin Renovations of purchased building for Cat Adoption Centre 	3/31/17	The renovation of the purchased building is complete and the Catty Shack is open and fully operational. A grand opening was held in September and cats are being adopted to loving families.	
			<ul style="list-style-type: none"> Finalize plan for Companion Animal Veterinarians Clinic which will focus on providing spay/neuter of feral cats, low income spay/neuter and micro-chipping animals 	6/30/16	City Vet Clinic received approval from the College of Veterinarians of Ontario in July. The clinic is staffed and fully operational.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Open Companion Animal Veterinarians Clinic 	7/31/17	City Vet Clinic received approval from the College of Veterinarians of Ontario in July. The clinic is staffed and fully operational.	
			<ul style="list-style-type: none"> ✓ Open Renovated Cat Adoption Centre to the public 	7/31/17	The renovation of the purchased building is complete and the Catty Shack is open and fully operational. A grand opening was held in September and cats are being adopted to loving families.	
			<ul style="list-style-type: none"> ↑ Report monthly on animal statistics on the City website on animal shelter statistics with an emphasis on live release rates and animal adoptions 	12/31/19	This data is provided on a monthly basis.	
		<ul style="list-style-type: none"> — Humane Wildlife Conflict Policy (Planning) 	<ul style="list-style-type: none"> ✓ Complete Coyote Protocol review 	12/31/15		
			<ul style="list-style-type: none"> ✓ Develop and Implement the Beaver Protocol 	12/31/15		
			<ul style="list-style-type: none"> ✓ Complete Tree Trimming Protocol 	9/30/16		
			<ul style="list-style-type: none"> ↑ Monitor implementation of Coyote Protocol 	12/31/19		
4. Amazing arts, culture and recreation experiences	<ul style="list-style-type: none"> — Fund and partner with the community to celebrate Canada's 150th anniversary in 2017. 	<ul style="list-style-type: none"> — Canada's Sesquicentennial Anniversary of Confederation (CMO) 	<ul style="list-style-type: none"> ✓ Recruit the 150th Anniversary Coordinator and establish the governance structure with the lead partners of the London Heritage Council, London Celebrates Canada and the City of London Culture Office 	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Secure contracts for funding support under the Canada 150 Community Infrastructure Program for renovation of the Harris Park Pavilion, Main Trail at Westminster Ponds and Victoria Park Cenotaph</p> <p>✓</p>	6/30/16		
			<p>Establish a Canada Day event organizer's network to enhance Canada Day programming and participation in 2017</p> <p>✓</p>	3/31/18	<p>The Office of Canada 150 London established an Canada Day Event Organizer's Network to coordinate the Canada Day and Week events happening at various locations across London. This network met monthly to share plans, discuss overarching marketing strategies such as the Passport to Canada Day and to map out activities across the City on July 1st. Many of these local Canada 150 celebrations went together as one coordinated funding application from the London Heritage Council to Heritage Canada and the funding shortfall to a number of these celebrations was covered by the City for a one time basis for Canada 150, through its Community Investment Reserve Fund.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Establish and execute social media and traditional media marketing strategies for local Canada 150 programming</p>	3/31/18	<p>SesquiFest was the signature event for Canada 150 London in 2017, and was highly successful, standing up against similar initiatives in communities across Canada. The following is an estimate of the brand impressions for SesquiFest: -City of London Twitter Audience Size: 43.1K -Between July 3- May 16, 2017 City of London (@CityofLdnOnt) posted or retweeted about SesquiFest 41 times. -Total # of impressions from the City of London: 118,947 -Total # of impressions from the London Heritage Council: 391,504 -Total # of impressions from Tourism London (London Free Press Facebook Ads):272,016 -782,467 Total # of impressions on Social Media across Facebook, Twitter, Instagram and Snapchat.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Implement Canada 150 Anniversary Programming for 2017</p>	3/31/18	<p>Canada 150 London Signature Events throughout the year included: New Year's Eve 2017, Nation Flag of Canada Day, Earth Day, SesquiFest and New Year's Eve 2018. SesquiFest featured the SESQUI cinematic dome (a Canada 150 and Ontario 150 signature project), two live music stages featuring over 40 performances, and was the cause for a fully-animated downtown with additional installations, such as: the Ontario Craft Beer Garden, the Kid Zone, Pop-Up City, Explore Tent, numerous vendors, and an outdoor synthetic ice skating rink. SesquiFest had an estimated total attendance of 47,924. Additionally, the SESQUI cinematic dome held a maximum of 8,000 people. 685 User Satisfaction Surveys were conducted by the Downtown London Superguides using Survey Monkey on electronic tablets. Of these respondents only 35 people (5%) responded that they did not enjoy the event.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> Explore the potential for a multi-use performance venue(s) in London. 	<ul style="list-style-type: none"> Cultural Prosperity Plan (CMO) 	<ul style="list-style-type: none"> ✓ Examine proceeding with 2015 performance venue proposals in relation to implementing list of all Transformational Projects 	3/31/15		
		<ul style="list-style-type: none"> London's Downtown Plan (Planning) 	<ul style="list-style-type: none"> ↑ Evaluate emerging opportunities which advance this Transformational project and implement as resources allow 	12/31/19	Consideration will be given to opportunities as they arise.	
	<ul style="list-style-type: none"> Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery. 	<ul style="list-style-type: none"> Parks and Recreation Strategic Master Plan 2009-update (P&R / NCFS) 	<ul style="list-style-type: none"> ✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Establish Policies and Guidelines through a series of stakeholder engagement sessions 	3/31/15	The Community Gardens policy and guidelines were developed with stakeholder input, through a series of community engagement sessions. The advisory committee will review the guidelines in 2018.	
			<ul style="list-style-type: none"> ✓ Continue to Implement the Storybook Gardens Master Plan: Develop new Children's programming in collaboration with Child and Youth Network 	3/31/15	Outreach programs and equipment sharing is in place with the Child & Youth Network.	
			<ul style="list-style-type: none"> ✓ Continue to Implement the Storybook Gardens Master Plan: Develop plan to renovate former barn area and hill area of the park 	6/30/15	The barn area and hill area continue to be utilized and repurposed each year. It currently is the site for Storybook day camps and sheltered activity space.	
			<ul style="list-style-type: none"> ✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Approve Strategic Plan 	9/30/15	The Community Gardens Strategic Plan has been implemented and utilized to map a strategic direction for the Community Gardens program.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Continue to Implement the Municipal Golf Course Business Plan: Improve playability and customer experience by redesigning #7 and #10 teeing grounds at Thames Valley Golf Course	12/31/15	The Municipal Golf Business Plan continues to be utilized throughout the current 4-year budget period. The teeing grounds on #7 and #10 at Thames Valley were redesigned in 2015, and fully realized during the 2016 and 2017 seasons with positive response from residents.	
			✓ Continue to Implement the Storybook Gardens Master Plan: Collaborate with Fanshawe College to add production quality to various programs	12/31/15	We continue to work with Fanshawe College to put on events like our Halloween event this fall.	
			✓ Continue to Implement the Storybook Gardens Master Plan: Open renovated splash pad	12/31/15	The spray pad and slide have been a huge success in helping to bring in record numbers of visitors.	
			✓ Continue to Implement the Municipal Golf Course Business Plan: Establish new contracts for carts and third party resellers to improve revenue opportunities	3/31/16	The Municipal golf system continues to realize increased revenue opportunities through the management of revenue building contracts with external service providers that includes golf cart leasing and third party golf tee time resellers.	
			✓ Increase budget for the Recreation Program Subsidy to improve access to recreation program opportunities for low income residents unable to meet full registration fees	3/31/16	An increased budget has helped to support low income Londoners to be able to experience amazing recreation opportunities that are offered through Spectrum recreational programming, as well as membership and drop in recreational opportunities at the various recreation facilities throughout the city. In 2017, approximately 17,000 Londoners of all ages were supported to participate in recreation opportunities with the City subsidizing over \$1 million in programming.	
			✓ Select architects for the East Community Centre	3/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Continue to Implement the Municipal Golf Course Business Plan: Increase youth golf opportunities and awareness through tournament offerings and summer programs</p>	6/30/16	Youth Golf continues to be a cornerstone objective to both increase youth participation, and ensure continued growth in the sport. Many youth tournaments are being offered and showcased at municipal courses, including summer camps and high school championships.	
			<p>✓ Submit Interim Update on Parks and Recreation Strategic Master Plan</p>	6/30/16	An Interim Update report went to Council in January 2017 that discussed accomplishments to date, and next steps in the plan process.	
			<p>✓ Start Construction of the South West Community Centre</p>	7/1/16	The exciting groundbreaking and construction of the Southwest Community Centre began in July 2016.	
			<p>✓ Undertake public engagement for the East Community Centre</p>	9/30/16	Community open house meetings were held at Clarke Road Secondary School with staff representatives from Planning, Neighbourhood, Children & Fire Services, and Parks & Recreation to inform the community about the new Community Centre and park developments at the East Lions Park site, and to discuss resident input and ideas.	
			<p>✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Establish a stakeholder advisory group to support implementation of 2016 recommendations</p>	12/31/16	An Advisory Group was established in 2016 that meets quarterly. This group plays a leadership role in their respective gardens to welcome gardeners and also helps with orientation and support to the garden.	
			<p>✓ Determine final design of the East Community Centre</p>	6/30/17		
			<p>✓ Continue to Implement the Storybook Gardens Master Plan: Launch new play group and school group programming</p>	6/30/17	Partnership with Fanshawe Theatre Arts program has helped to grow the program from 2500 participants in 2014 to recent totals of over 8000 in 2017.	
			<p>↑ Undertake public engagement for the Silverwoods Arena redevelopment</p>	6/30/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Develop innovative delivery models to increase recreation opportunities for seniors in neighbourhoods	12/31/17	NCFS was awarded the Ontario Sport & Recreation Community Fund Grant to complete outreach with older adults living in social and affordable housing across the City, and to create a 7 th Seniors' Satellite. The Seniors' Satellites are affordable and accessible neighbourhood programming for older adults. The Trinity Senior's Satellite opened in November, 2017 and programs for seniors are running weekly.	
			↑ Continue to Implement the Storybook Gardens Master Plan: Celebrate 60th anniversary	6/30/18	A calendar of events and activities will be offered throughout the 2018 spring and summer season to help mark Storybook Gardens' 60 years of operation in London.	
			↑ Redevelop Silverwoods Arena	3/31/19		
			↑ Decommission Glen Cairn Arena	9/30/18		
			↑ Open the South West Community Centre	9/30/18		
			↑ Open the East Community Centre	6/30/19	In October 2017, Council approved the financing and the tender for the construction of the East Community Centre at 1731 Churchill Avenue. Construction began in the Fall of 2017 with project completion in 2019.	
			↑ Continue to implement recommendations from Parks and Rec Master Plan 2009	12/31/19		
			↑ Continue to Implement the Storybook Gardens Master Plan: Implement the Storybook Gardens 2014 plan	12/31/19	Customers' surveys will occur in 2018 to inform our decision making on attractions and programming for the coming years.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Continue to work on joint venture agreements with School boards, Universities and Colleges to provide recreational opportunities for the community at non-City owned facilities</p>	12/31/19	<p>Regular meetings occur throughout the year to ensure a positive working relationship between all groups to provide quality recreation facilities to our community.</p>	
			<p>↑ Develop and implement innovative processes to increase access to recreation opportunities, such as Acti-Pass, Fitness Flex Pass, etc</p>	12/31/19	<p>In January and February, 2018, the Fitness Flex Pass has been used 759 times at 5 sites.</p> <p>The Grade 5 Act-i-Pass registration numbers for the 2017/2018 school year is currently at 1,586 students, and growing. There was a 51% increase in the number of Spectrum programs accessed by Act-i-Pass students.</p> <p>Implemented a new model for delivery of free summer playground programs, providing access to 7 new sites in the summer of 2017.</p>	
			<p>↑ Implement Healthy Kids Community Challenge initiatives</p>	12/31/19	<p>To date, 4 provincially mandated themes have been implemented, representing over 80 collaborative projects linked to "Run. Jump. Play. Every Day," "Water does Wonders," "Choose to Boost Veggies and Fruit," and "Power Off and Play" which is currently underway.</p>	
			<p>↑ Participate and implement inMotion™ initiatives</p>	12/31/19	<p>Continue to support the development and implementation of the annual <i>in motion</i>™ Community Challenge which runs throughout October 2017.</p> <p>City contributions leveraged additional support and contributions from the Middlesex London Health Unit, Boards of Education, both the private and not-for-profit sector, recreation service providers, health promotion agencies, London Public Library, Post Media, and Bell Media.</p> <p>A redeveloped <i>inmotion4life.ca</i> website was completed in September 2017.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Present updated Parks and Recreation Strategic Master Plan to Council</p> <p>↑ Update Parks and Recreation Strategic Master Plan 2019</p> <p>✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement Phase 1 of Strategic Plan</p> <p>✓ Update Interim Parks and Recreation Strategic Master Plan and Sub-studies</p> <p>✓ Undertake public discussions regarding Glen Cairn Arena decommissioning</p> <p>↑ Continue to Implement the Municipal Golf Course Business Plan: Implement plan to continue operating a self-sustaining "Golf Pays for Golf" experience for Londoners</p> <p>↑ Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement 2017 - 2019 recommendations</p>	<p>12/31/19</p> <p>12/31/19</p> <p>3/31/16</p> <p>12/31/18</p> <p>9/30/16</p> <p>12/31/19</p> <p>12/31/19</p>	<p>Phase 1 of the Strategic Plan for Community Gardens has been implemented</p> <p>Due to the age and condition of the facility, Council resolved to demolish the arena portion, upon the completion of the two new ice pads in the Southwest.</p> <p>Improvements have been made to water availability in several gardens. Accessible garden plots continue to be added to garden sites and accessible beds are available upon request.</p> <p>In 2018, the registration process moved to on line and overall, it was a successful implementation improving efficiency for most gardeners. In addition a Spectrum program has been created for 2018 to educated interested residents about community gardening.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement 2017 - 2019 recommendations</p>	12/31/19		
			<p>↑ Implement approaches to increase recreation opportunities for seniors in neighbourhoods</p>	12/31/19	<p>NCFS was awarded the Ontario Sport & Recreation Community Fund Grant to complete outreach with older adults living in social and affordable housing across the City, and to create a 7th Seniors' Satellite. The Seniors' Satellites are affordable and accessible neighbourhood programming for older adults.</p> <p>The Trinity Senior's Satellite opened in November, 2017 and programs for seniors are running weekly.</p>	
		<p>— The London Plan (Parks & Recreation) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release recommended Parks & Recreation policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Completed the second draft of The London Plan in June, 2016.	
			<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<p>✓ Target approval of the London Plan by Province</p>	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<p>Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Cultural Prosperity Plan (CMO)	 London Arts Council and London Heritage Council - Implement Culture Days/Doors Open London annually during the last weekend of September	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>London Arts Council - Implement a variety of arts based initiatives such as: Arts build Ontario Workshop, London Artist in Residence Program (LAIR) and Culture City</p>	6/30/19	<p>The Culture Office cohosted an ArtsBuild Workshop Learn it Build Manage it with Museum London in February 2016. Culture City is a new program of the LAC launched in 2017. 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, and 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. London Arts Live (LAL) is a program created by the LAC and London Music Office that was launched in 2016 through CAIP to provide funding for professional artists to perform in 22 designated public spaces in London. The program is the first of its kind in Canada providing emerging artists a chance to grow their career while providing Londoners with the opportunity to interact with culture across the city. A total of 136.5 hours of programming has been scheduled with over 70 bookings.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ London Heritage Council - Implement a variety of heritage based initiatives such as: Trails Open London and Museum School programs</p>	6/30/19	<p>Trails Open provides Londoners and visitor's access to, and educational programming about, environmentally significant areas and trails in London. Participating green spaces are animated with programming to promote natural heritages conservation and stewardship and a healthy physical active lifestyle. In 2017 Trails Open London included a new partnership with Earth Day in April as a signature event of Canada 150 London and had over 2000 visitors. The Westminster Ponds Boardwalk launch event tied with Trails Open had 375 visitors in October 2017. Museum School is an award-winning collaborative education program that allows elementary school classes to spend a full week immersed in hands-on learning at one of ten London-area museums and heritage sites. In Museum School London's 11 year history, more than 15,000 students have made life-long memories and discovered their passion for Canada's heritage. In 2016-17 Museum School reached over 1,100 students in 44 classrooms.</p>	
	<p>— Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.</p>	<p>— Cultural Prosperity Plan (CMO)</p>	<p>✓ Culture Office - Establish the City of London as the trustee for the Eldon House Little Trust Fund, which contributes to the maintenance of the Eldon House Collections</p>	12/31/16	<p>City of London became the Trustee for the Little Trust Fund in January 2017.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Eldon House - Establish a new Strategic Plan and Website for Eldon House Heritage Museum and Gardens	12/31/16	<p>A fulsome Strategic Plan was completed in early spring 2017, which has an objective of exploring and preserving local history. Eldon House commemorated Canada's 150 Anniversary with a variety of well attended special events, exhibits and programs. Additionally, a two-day genealogical workshop was hosted at Eldon House in April 2017. 1300 Londoners attended a full-day "Confederation Party" on July 1st 2017 which included musical and theatrical performances. A "Pre-confederation Music" publication is pending completion, showcasing the Harris Family Songbook and illustrating 1800's social music that emerged in London.</p>	
			 Eldon House - Establish a partnership with the Fanshawe College Landscape Design Program to deliver college education to students via Eldon House as an outdoor classroom	12/31/18	<p>As of 2016, a partnership agreement was signed with Fanshawe College, with the overall aim of students being able to make use of and engage with the grounds of the Eldon House site. Eldon House has hosted Landscape Design summer co-op positions in 2016, 2017 and will be again in 2018. A sustainable bursary is being sought to make the positions secure going forward. In the Fall 2018 term, students will be utilizing the Eldon House grounds more formally, to be imbedded in their course-work.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Culture Office - Celebrate London's identity through the furthering of Intangible Cultural Heritage. For example: work with the community and LACH to develop City Historical Interpretive Signage, Finding Freedom in the Forest City film, Mitacs oral history of the St. George Grosvenor Heritage Conservation District</p>	12/31/19	<p>The City's Culture Office and Corporate Communications Division have worked through the London Advisory Committee for Heritage (LACH) with many heritage partners including, but not limited to: the LPL Historic Sites Committee and the London Heritage Council to create City of London Cultural Heritage Interpretive Signage. The following signage has been created and installed to date:</p> <ul style="list-style-type: none"> • Hunt Mill • Richmond Row • Historical Bicycle Signage • Whiskey Row • Burridge Block <p>In 2017, the Culture Office worked with Parks Planning and the LHC to complete an inventory of the cultural heritage interpretive signage along the Thames River. The Finding Freedom in the Forest City film was created for 2017 Canada 150 by Justine Turner and was showcased as part of Black History Month in February 2018. The Culture Office is working with the City's Urban Forestry, Communications and Justine Turner to host Emancipation Day and the historic Meeting Tree as the Launch of National Forest Week on Sept. 23, 2018. Dr. Mark Tovey, a postdoctoral fellow in History at Western working together with the City's Culture Office, has conducted 30 interviews with residents in the neighbourhoods surrounding Oxford and Richmond Streets. These interviews will become source material for mini-documentaries that engagingly reveal intangible culture in London. When the work is complete, it will be possible to wander this part of London with a smartphone and hear and see stories of this area in the voices of the people who live there.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<p>Museum London Strategic Plan (CMO)</p>	<p>✓ Museum London Strategic Plan of feet, friends, and funds objectives to surpass 2015 successful 10% increase in all targets.</p>	12/31/16		
	<p>✓ Museum London Strategic Plan of feet, friends, and funds objectives to maintain 2016 targets during six to 9 month construction of Centre at the Forks.</p>		12/31/17	<p>Museum London exceeded overall the Strategic Plan of feet, friends and funds 2016 objectives during the 2017 construction year only falling short in several fundraising areas due primarily to targeting donor contribution to Centre at the Forks campaign. Museum London 2017-2020 Strategic Plan was finalized in January 2018.</p>	<p>Some fundraising projects fell short due to emphasis on Centre at the Forks fundraising campaign. Rentals however exceeded 2016 target but below 2017 goal due to construction.</p>	
	<p>■ New Museum London facility, Centre at the Forks to offer enlarged and flexible programming space as a barrier-free art incubator designed for artistic innovation and multiple uses for our community-focused program, playing a significant role in London's renewal strategies.</p>		12/31/17		<p>Centre at the Forks construction schedule revised to be completed in 2018 spring with mid-year opening. Construction schedule slowdown due to unforeseen circumstances. In addition to Centre at the Forks as the site for the 2019 Juno Awards Governors' reception, Museum London is open for other Juno Awards events including hosting two Juno Awards exhibitions.</p>	
	<p>↑ One time government grants support diverse on-site/off-site public programming initiatives: Syrian Refugee art program in partnership with other organizations to assist children and families in a healing process as they transition to life in London; Culture Club+55 engages seniors on-site to socialize and pursue life-long learning about art and history topics and off-site via livestream in nursing homes such as Dearness and Mount Hope.</p>		1/31/20	<p>Culture Club 55+ continues with steady audience numbers. Two year Indigenous Legacy Project funded by London Community Foundation Vitality grant is in progress with a First Nations Manager hired and currently working with Indigenous communities to design programming in 2018 that will be realized in 2019.</p>	<p>The end date has been changed from December 2017 because this milestone is ongoing,</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Celebrate Canada's Sesquicentennial through material culture and art exhibitions with programming including: the exhibitions (working titles) Canada 150: A Student Exhibition; 150 Years of Art Making in London; and Canadian Eh? A History of the Nation's Signs and Symbols.</p>	12/31/17		
			<p>↑ Increase programs for socially/economically disadvantaged school children: expand Making Art Making Community curriculum-based program; increase enrollment in our High Five (standard of excellence) art camps via purchase of services through the City's child care fee subsidy program.</p>	12/31/19	<p>In February 2018, Making Art Creating Community, a successful, multi-day, curriculum-based program funded for 16 years by London Life and targets underserved rural and London elementary schools, involved 157 students instructed by an Indigenous educator/artist, to increase students' self-confidence and esteem through the discovery of personal talents and creativity. Numbers in 2018 for overall public programming are up. In 2017 subsidized or free public programming 54 families used the City subsidy program for our High Five camps and 1,446 children participated with a caregiver in free art public programming.</p>	
		<p>— London Public Library 2014-2017 Strategic Plan (CMO)</p>				

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
5. Healthy, safe and accessible city	<ul style="list-style-type: none"> — Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community. 	<ul style="list-style-type: none"> — Middlesex London Health Unit Strategic Plan (CMO) 	<ul style="list-style-type: none"> ↑ Complete Organizational Structure and Location Project which consists of a comprehensive restructuring of the MLHU organizational chart, complementary processes, and relocation project. 	12/31/18	<p>The Middlesex London Health Unit (MLHU) has completed the organizational structure component of the project and will continue to refine organizational alignment and look at additional considerations that were identified during the process.</p> <p>In regards to the location component of the project, MLHU is on track to complete the procurement phase of the project by the end of 2017. This would mean the decision to move to a new site or explore other location alternatives. A move of MLHU service would not occur until 2018 at the earliest.</p>	
			<ul style="list-style-type: none"> ✓ Comprehensive Workplace Wellness Strategy 	9/30/16	The development of the strategy was completed by MLHU in 2016 and it is being implemented.	
			<ul style="list-style-type: none"> ↑ Establishment and implementation of consistency performance management and measurement systems, tools and processes 	12/31/18		
			<ul style="list-style-type: none"> ✓ Formalize a MLHU planning and evaluation framework that integrates: evidence-informed program planning, innovation, research advisory requirements and regular evaluation of programs and services 	12/31/16	<p>The MLHU has selected the model for the planning and evaluation framework and is completing the development of all associated tools and resources.</p> <p>Implementation plans have been completed and initial roll-out to the management teams has commenced as of September 2017.</p>	
			<ul style="list-style-type: none"> ✓ Living Wage employer certification 	9/30/16	This was achieved by MLHU in 2016.	
	<ul style="list-style-type: none"> — Support all Londoners to age well and have opportunities to reach their full potential. 	<ul style="list-style-type: none"> — Age Friendly London Action Plan 2013-2016 (NCFS) 	<ul style="list-style-type: none"> ✓ Complete 2nd year of three year implementation plan for Age Friendly London 	9/30/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Complete 3rd year of three year implementation plan for Age Friendly London	9/30/16		
			✓ Complete evaluation of Age Friendly London strategy	12/31/16	<p>The Age Friendly London (AFL) Impact Assessment collected quantitative and qualitative data related to the World Health Organization (WHO) indicators of an Age Friendly City. These WHO indicators were used to establish a baseline for age friendly measurement, and will be used to assess London's progress in future years.</p> <p>The impact assessment demonstrated that London is making progress as an Age Friendly City, but that there is more work to be done. The Assessment supported the creation of the next AFL Community Action Plan.</p> <p>The AFL Impact Assessment was completed and presented to Council in November 2016.</p>	
			✓ Create next 3-5 year Age Friendly London Action Plan	6/30/17	<p>The Age Friendly London Action Plan 2017 – 2020 was created following the Impact Assessment in 2016.</p> <p>The creation of the new Action Plan included public engagement from March – May 2017 and involved Age Friendly London Network members, older adults, senior-serving organizations, City of London staff, businesses, and other Londoners.</p> <p>The AFL Action Plan 2017-2020 reflects residents' priorities for improvements in each of the eight domains of age-friendliness.</p> <p>The new Action Plan also includes 5 Network Strategies that will strengthen the AFL Network and deepen our impact over the next three years.</p> <p>The AFL Action Plan 2017-2020 was presented to CPSC in June 2017.</p>	
			✓ Implement next Age Friendly London Action Plan	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> Support the health and well-being of all children, youth, and families in London. 	<ul style="list-style-type: none"> Child and Youth Agenda 2012-2015 (NCFS) 	<ul style="list-style-type: none"> ✓ Complete and obtain full endorsement of the Child and Youth Agenda to 2021 ✓ Begin implementation of Strategic Priorities ✓ Develop and implement Measurement and Evaluation Framework 	<ul style="list-style-type: none"> 12/31/16 3/31/17 6/30/17 	<ul style="list-style-type: none"> The Child and Youth Agenda: 2017-2021, was endorsed by City Council, and by over 95 local service providers from across the community. 	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Continue implementation of Strategic Priorities</p>	12/31/19	<p>London's Child & Youth Network and the Kiwanis Club of Forest City-London were awarded the 2017 Pillar Innovation Community Collaboration Award for Baby's Book Bag!</p> <p>Over 35 projects were completed by CYN partners from all priority areas to promote the importance of eating vegetables and fruit, supported by \$375,000 in provincial funding.</p> <p>The Targeted Leadership Program trained and engaged 50 youth from diverse backgrounds. To date, 50% of youth who received an interview have been successful at securing a job with one of our partner agencies</p> <p>Through community partnerships, a new refrigerated truck is used for redistributing 3 tonnes of food per month to neighbourhood based community organizations across the city in need.</p> <p>Forty-six partners from over 25 organizations participated in the Food Families training. Since the training, twenty-two organizations are delivering Food Families in 11 neighbourhoods around London</p> <p>Literacy on the Go! Grocery Store Conversation Cards launched in 14 grocery stores across the city. Families in every Healthy Kids Community Challenge neighbourhood now have more opportunities to engage in meaningful conversations while they shop.</p>	
			<p>↑ Maintain strong engagement of Child and Youth Network Members and funding partners</p>	12/31/19	<p>To date, \$1,312,500 has been allocated to over 80 projects targeting healthy behaviours in children, youth, and families through the Province's Healthy Kids Community Challenge.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>— Protect and promote the safety of Londoners through funding the work of the London Police Services.</p>	<p>— London Police Services 2016-2018 Business Plan (CMO)</p>	<p>↑ Continue Efforts to Deliver Efficient and Cost Effective Service</p>	<p>12/31/19</p>	<p>Interviews of Sexual Assault Victims – In December 2017, a new interview room at St. Joseph Hospital was constructed for on camera interviews and is now a “one stop” for detectives who can interview a victim following their sexual assault kit.</p> <p>Automated the process for disclosure of impaired videos (1 day wait vs 1-2 months)</p> <p>Development of electronic process for long form summonses in e-ticket software significantly reduced data entry.</p> <p>Field video cameras were obtained for use in recording interviews which reduced the time necessary to transport witnesses and investigators back to HQ and reduced the number of witnesses who declined to be interviewed because they did not want to travel to LPS HQ.</p>	
			<p>↑ Cultivate and Sustain a Quality Work Environment</p>	<p>12/31/19</p>	<p>Starting in January 2018, training is being provided to all employees on Cultural and Racial Awareness with a focus on the Black Community. A voluntary employee Diversity Survey is currently being conducted to gather information on the demographic profile. The results in comparison to the previous survey will enable us to measure progress towards better reflecting the diverse community we serve.</p>	
			<p>↑ Protect and Assist Victims and Vulnerable Persons in our Community</p>	<p>12/31/19</p>	<p>In January 2018, the LPS enhanced the services for the deaf community by providing access to sign language interpretation services when required in addition to the previously existing TTY and LPS chat services.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Provide London with a Safe and Secure Community	12/31/18	<p>Task Force Partnerships – RCMP, OPP, and several municipal services partnered with LPS for task forces relating to Human Trafficking, Auto Theft, Street Gang and Robberies which lends to greater coverage in identifying and investigating suspects in the southwest region.</p> <p>More interactive options for citizens to send in complaints regarding road safety - such as the LPS chat. This has allowed the LPS to focus resources quickly if a new road safety issue arises.</p>	
			 Strengthen Community Outreach, Partnerships and Communications	12/31/19	<p>In November 2017, the Regional Sexual Assault and Domestic Violence Treatment Program at St. Joseph's Hospital was the first clinic to partner with LPS for victims of human trafficking. It's the first point of care for women, children and men who have experienced sexual assault, sexual abuse or domestic violence.</p> <p>In January 2018, the LPS enhanced its services with the deaf community by providing access to sign language interpretation services when required in addition to the previously existing TTY and LPS chat services.</p>	
	<p>Promote and support a safe community through the work of the London Fire Department by:  Increased public education and prevention, Redeployment of resources, Introduction of new technology</p>	<p>London Fire Department Business Plan  Fire and Rescue Services Fire Prevention and Education (NCFE)</p>	 Resource Redeployment: Relocate Station 11 - Acquire land	3/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Increased Public Education and Prevention: Pilot a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections for multi-occupancy buildings in areas with higher prevalence of fires</p>	6/30/16		
			<p>✓ Introduction of New Technology: Introduce Driver Training Simulator. Train key personnel, develop plan and programing</p>	6/30/16		
			<p>✓ Increased Public Education and Prevention: Increase public education activities in areas of the City with higher prevalence of fires</p>	9/30/16	<p>Public education activities began to be focused in areas more prone to experience fires; to reduce fires by reinforcing citizen's positive actions and behaviours.</p> <p>In 2017, public educators attended 762 events and interacted with 67,559 attendees distributing various types of fire safety materials.</p>	
			<p>✓ Increased Public Education and Prevention: Introduce pilot for risk-based Fire Prevention education - areas with higher prevalence of fires</p>	9/30/16	<p>The pilot project has been completed. A work order system for fire prevention and public education activities has been implemented. The system focuses primarily on areas of London that have been identified as more prone to experiencing a fire. We will look for opportunities to automate the process as our technology project moves forward.</p>	
			<p>✓ Introduction of New Technology: Deliver 1st Phase of Training</p>	9/30/16		
			<p>✓ Introduction of New Technology: Finalize scoping of projects relating to implementation of mobile technologies, records and performance management software and determine approach to move forward</p>	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Resource Redeployment: Develop and implement plan to redeploy 2 Fire Inspectors who will do building plan (fire safety) reviews within Service London area, City Hall	9/30/16		
			✓ Resource Redeployment: Relocate Station 11 - Complete design, tender, Council approval process	9/30/16		
			✓ Introduction of New Technology: Deliver 2nd Phase of Training	12/31/16		
			✓ Increased Public Education and Prevention: Develop public education strategy to increase public education activities in areas of the City with higher prevalence of fires	9/30/17		
			✓ Introduction of New Technology: Develop cost recovery model with Finance, evaluate London Fire Department and Engineering and Environmental Services Department needs, solicit interest from other agencies, and Incorporate other agencies in training calendar	9/30/17		
			✓ Resource Redeployment: Relocate Station 11 - Construct and open station	9/30/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Resource Redeployment: Add Station 15 - Identify location and acquire land	12/31/19	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019. Pre-engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			 Resource Redeployment: Add Station 15 - Develop construction timetable	12/31/19	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019. Pre-engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			 Resource Redeployment: Add Station 16 - Identify location and acquire land	6/30/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Increased Public Education and Prevention: Maintain increased frequency of routine inspections</p>	12/31/19	<p>Increase in enforcement through the Provincial Offences Act. Below are the year end statistics for 2015 to 2017.</p> <p><u>Inspection and Inspection Activities</u> 2015 – 6,690; 2016 – 8,830; 2017 - 8,613</p> <p><u>Inspections</u> 2015 – 2,808; 2016 – 3,108; 2017 - 4,088</p> <p><u>Inspection Orders</u> 2015 – 725; 2016 – 1,455; 2017 - 1,335</p> <p><u>Site Visits</u> 2015 – 890; 2016 – 1455; 2017 - 1,313</p> <p><u>Site Plan Inspections</u> 2015 – 12; 2016 – 27; 2017 - 64</p> <p><u>Building Permit Inspections</u> 2015 – 478; 2016 – 630; 2017 - 608</p> <p><u>POA Part 1 Tickets</u> 2015 – 20; 2016 – 83; 2017 - 117</p> <p><u>POA Part 3 Charges</u> 2015 – 3; 2016 – 9; 2017 - 4</p>	
			<p>↑ Introduction of New Technology: Continue Driver Training Simulator operations</p>	12/31/19		
			<p>↑ Introduction of New Technology: Implement mobile technologies, records and performance management software projects and determine approach to move forward</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
-----------------------------	--------------------	----------------------	------------	--------------------	---------------------------	--------------------

			 Resource Redeployment: Add Station 16 - Develop construction timetable	12/31/19	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019.</p> <p>Pre engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			 Resource Redeployment: Add Station 15 - Construct station, acquire equipment, open station	9/30/20	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019.</p> <p>Pre-engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			 Resource Redeployment: Add Station 16 - Construct station, acquire equipment, open station	6/30/21	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019.</p> <p>Pre engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			 Increased Public Education and Prevention: Hire Fire Inspectors to increase frequency of routine inspections	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Increased Public Education and Prevention: Implement a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections</p>	12/31/19		
	Strengthen Emergency Management through: Public awareness activities and a public notification system, Expanded Emergency Operations Centre capabilities, Emergency management practices included as part of city planning and programming	City of London Emergency Response Plan (HR&CS)	<p>✓ Select Software tool through Request for Proposals process</p>	12/31/16	Public emergency notification software for providing the public with emergency information selected and implemented.	
			<p>✓ Develop Emergency Operations Centre Scribe Program</p>	12/31/17	A full scribe program has been developed, scribes have been trained and they participated in the 2017 annual exercise.	
			<p>✓ Develop Program outline - Public Notification</p>	12/31/17	The Alert London program has been fully operational since May 2017.	
			<p>↑ Implement Emergency Operations Centre Scribe Program</p>	12/31/18		
			<p>↑ Implement Public Notification Program</p>	12/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Review, update, monitor and evaluate Public Notification Program	12/31/19		
		 Emergency Social Services Plan – New (HSSDH)	 Align the activities of the community plan work with Vulnerable Occupancy Protocol activities	3/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↓ Develop a protocol for assisting with and monitoring individual and community recovery once the emergency response ends</p>	12/31/17		<p>Since the development of this milestone, there have been a few community response processes implemented (eg. Vulnerable Occupancy Protocol (VOP) and Community Connectivity Table).</p> <p>In February 2018, the VOP process was reviewed with stakeholders which included representatives from Fire, Police, Public Health, By Law, Homeless Prevention, Social Services, Housing and ODSP. Stakeholders supported the continued approach of the VOP process and acknowledged the benefits the process has provided agencies to work collaboratively. There were also good suggestions on how the protocol could be enhanced.</p> <p>There is also a community Connectivity Table to address 'Acute Elevated Risk' of harm situations.</p> <p>The current process is a less formalized process to address an emergency response. It is recommended to adjust the timeline to March 31, 2019 to establish a working team to develop a plan that can be incorporated in to the Community Emergency Response Plan and that is respectful of other process established to support London's vulnerable population.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Establish a revised resource plan based on best practices and develop a local plan for the provision of community based emergency social services following a community crisis event (after the closure of a reception center and formal emergency management activities)</p> <p>↓</p>	12/31/17		Recommend adjusting the timeline to March 31, 2019 to align with other milestones associated with the development of the Emergency Social Services Plan.
			<p>Report to Council with recommendations and action plans as required</p> <p>↓</p>	6/30/18		Recommend adjusting the timeline to August 31, 2019 to align with other milestones associated with the development of the Emergency Social Services Plan.
	Improve London's neighbourhoods through pro-active enforcement of updated by-laws.	By-law Review (DCS)	<p>✓ Adopt big picture ideas of regulations</p>	6/30/16	Review Business Licensing By-law to incorporate improved consumer protection and nuisance control in London's neighbourhoods. By-law is in full force and effect.	
			<p>✓ Identify and expand existing pro-active enforcement areas to include additional areas which would benefit from pro-active enforcement</p>	6/30/16	New areas in near campus neighbourhoods identified for proactive enforcement.	
			<p>✓ Review the existing Business Licensing By-law with a focus on public health, safety, and consumer protection to create new and improved regulations</p>	9/30/17	By-law is in full force and effect.	
			<p>✓ Hold public meetings for Business Licensing By-law review</p>	1/31/17	By-law is in full force and effect.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance	
			✓ Implement new areas for enforcement	9/30/16	New areas in near campus neighbourhoods identified for proactive enforcement.		
			✓ Implement the Business Licensing By-law	12/31/17	By-law is in full force and effect.		
		— Multi-agency enforcement partnerships (DCS)	✓ Report protocol to Community and Protective Services Committee for a multi-agency process of addressing vulnerable occupancies in a variety of housing situations	6/30/15	Vulnerable Occupancy Protocol VOP implemented. Rapid response multi agency team protocol addressing building, safety and social issues.		
			✓ Implement a multi-agency process of addressing vulnerable occupancies in a variety of housing situations	12/31/19	Vulnerable Occupancy Protocol VOP implemented. Rapid response multi-agency team protocol addressing building, safety and social issues.		
		— Targeted proactive enforcement blitzes (DCS)	✓ Identify new areas	6/30/16	New areas in near campus neighbourhoods identified for proactive enforcement		
			✓ Implement targeted enforcement protocol	9/30/16	New areas in near campus neighbourhoods identified for proactive enforcement.		
			↑ Implement a targeted program for proactive blitzes to address issues related to neighbourhood quality of life	12/31/19	New areas in near campus neighbourhoods identified for proactive enforcement.		
		— Invest in programs and infrastructure to make London more accessible.	— City of London Accessibility Plan 2013-2017 (HR&CS)	✓ Implement requirements to meet Design of Public Spaces Standard	12/31/16	Requirements to meet Design of Public Spaces Standard implemented.	
				✓ Review and implement requirements to file Accessibility Report	12/31/17	AODA Accessibility Report reviewed, implemented, and brought forward to Council prior to it being filed in Dec 2017.	
				↑ Update City of London Accessibility Plan	3/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Review and implement requirements to file Accessibility Report 	12/31/19		
	<ul style="list-style-type: none"> Continue to make pedestrian and cycling routes safer year round. 	<ul style="list-style-type: none"> School Crossing Guard Program (EES) 	<ul style="list-style-type: none"> Review the locations for new School Crossing Guards annually 	6/30/19		
<ul style="list-style-type: none"> Review and adjust the School Crossing Guard operating hours at each location to reflect changes in the school entry and dismissal times annually 			12/31/19			
<ul style="list-style-type: none"> Active and Safe Routes to School (EES) 		<ul style="list-style-type: none"> Develop a program to install new pedestrian crossing devices 	6/30/16			
		<ul style="list-style-type: none"> Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 5 locations 	9/30/16			
		<ul style="list-style-type: none"> Develop & Implement a School Zone Speed Limit Policy 	12/31/16			
		<ul style="list-style-type: none"> Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 	9/30/17	Completed the installation of 35 Pedestrian Crossovers in 2017.		
		<ul style="list-style-type: none"> Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 	9/30/18			
		<ul style="list-style-type: none"> Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 	9/30/19			
<ul style="list-style-type: none"> Review local issues at 10 schools per year 	12/31/19					

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Winter Maintenance Strategy - new (EES) 	<ul style="list-style-type: none"> ✓ Develop a strategy that provides options for Council to consider for implementation related to enhanced service levels on sidewalks and pathways 	12/31/15		
	<ul style="list-style-type: none"> Help Londoners understand how we provide safe drinking water and protect the Thames River. 	<ul style="list-style-type: none"> Thames River Clear Water Revival Project (EES / Planning) 	<ul style="list-style-type: none"> ✓ Report to Council on Thames River Water Management Plan: Phase 1 	9/30/18	<p>Water management plan is completed and is out for comment from the various municipal and conservation authority stakeholders. A report to council was completed in April 2018. Water management plan is completed and is out for comment from the various municipal and conservation authority stakeholders. Anticipated Council report by Q3 2018.</p>	
<ul style="list-style-type: none"> ↑ Report to Council on approaches to implement targets, monitoring and future reporting methods 			12/31/18			
<ul style="list-style-type: none"> ↑ Report to Council on program implications and budget impacts 			12/31/19			
<ul style="list-style-type: none"> Source Water Protection Plan (EES) 		<ul style="list-style-type: none"> ✓ Seek Provincial approval of a plan for the protection of groundwater near City wells 	3/31/16	Approval of the Plan confirms that how we are proposing to manage protection of source water meets Provincial requirements, and is technically sound.		
		<ul style="list-style-type: none"> ✓ Train development approval staff to communicate requirements to developers 	9/30/16	The Plan can impose more stringent requirements on development opportunities. Staff are now able to communicate the importance of source water protection to the development community.		
		<ul style="list-style-type: none"> ✓ Update the City website to communicate the program to the public 	3/31/17	The City website was updated and highlights the importance of our the Source Water Protection plans in ensuring clean drinking water for all residents of London.		
<ul style="list-style-type: none"> Drinking Water Annual Report (EES) 		<ul style="list-style-type: none"> ↑ Report on drinking water quality testing results and system performance annually 	3/31/19			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Drinking Water Quality Management System (EES) 	<ul style="list-style-type: none"> Report on Ontario Ministry of the Environment and Climate Change annual inspection and audit to ensure that the water system is in compliance with all applicable legal requirements annually 	3/31/19		
		<ul style="list-style-type: none"> The London Plan (Civic Infrastructure, Natural Resources and Natural Heritage) - draft (Planning) 	<ul style="list-style-type: none"> Prepare second draft of London Plan and release recommended Civic Infrastructure, Natural Resources and Natural Heritage policies for comments. Undertake second round of public engagement seeking comments 	6/30/15	Completed the second draft of The London Plan in June, 2016.	
			<ul style="list-style-type: none"> Release final London Plan and hold public meeting at Planning Committee 	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<ul style="list-style-type: none"> Target approval of the London Plan by Province 	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			<ul style="list-style-type: none"> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		— Partnership with Conservation Authorities: Kettle Creek Conservation Authority, Lower Thames Conservation Authority, Upper Thames Conservation Authority (EES)	✓ Conservation Authority Partnerships Phase 1: Develop a Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City. Report back on this to Municipal Council and the Upper Thames Conservation Authority Board	2/28/17	A Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City was completed between the UTRCA and the City.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Conservation Authority Partnerships Phase 2: Build upon current relationships with Upper Thames Conservation Authority by undertaking a review of existing shared service arrangements related to the health of the Thames River watershed (hydrogeology, Beaver Activity Management, Low Impact Development Strategy, Risk Assessments)	12/31/17	A review of the the current partnerships between the Conservation Authority and the City was undertaken and elements were incorporated into the UTRCA-London Memorandum of Understanding. The City and UTRCA continue to broaden our partnerships on various projects including the Domestic Action Plan for phosphorous reduction and implementation of Low Impact Development infrastructure.	
			 Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy	12/31/18		

Introduction

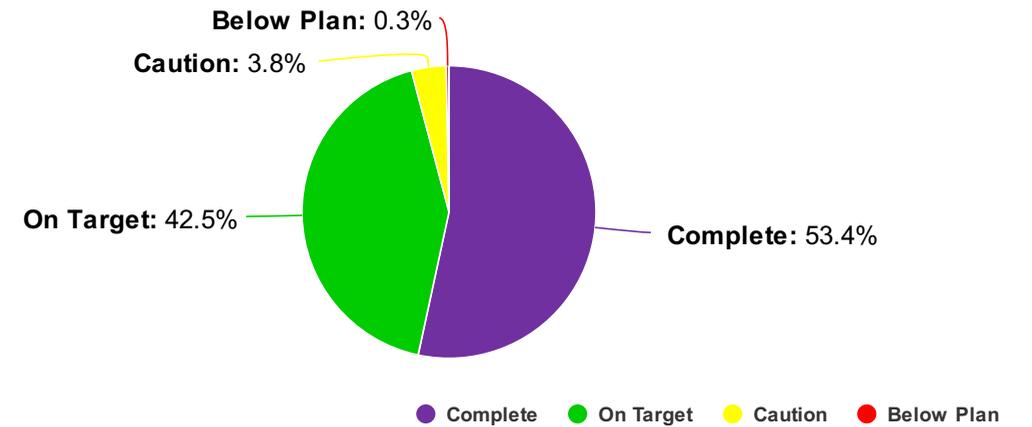
Building a Sustainable City

We will build a community that looks to the future while respecting its past; that strengthens its infrastructure and protects its environment through responsible growth and creates and connects beautiful spaces and places that build a modern, livable city

Status Definitions

- ✓ Complete: Milestone is done
- ↑ On Target:
Milestone is ongoing or is completed annually
Milestone is in progress or not yet started and is on target to be completed by target end date
- Caution:
Milestone is delayed by 1 quarter
Milestone is in progress or not yet started and may not be completed by target end date
- ↓ Below Plan: Milestone is delayed by 2 quarters or more
- Not Defined: Status has not been assigned

Building a Sustainable City - Results



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Robust Infrastructure	Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings	State of the Infrastructure Report (F&CS)	 Monitor the infrastructure gap through annual reviews of the State of Infrastructure Report. (Full update once every 5 years)	12/31/19	The Annual Report was provided to Council in January 2018. Through targeted investments, the ten year transportation infrastructure gap was increased by 5% to \$202 million. The gap remains significant and continued efforts to address it are required.	
			 Acquire an asset management software system. Note: The growth of the infrastructure gap is managed through the development and implementation of standardized asset management best practices currently evolving across Canada and around the world	12/31/17	Council approved the acquisition and implementation of the Corporate Asset Management (CAM) Computer System on June 14, 2016. The selected system purchased is from Assetic Canada Holdings.	
			 Research the infrastructure gap through pilot projects in Transportation and Parks & Recreation	12/31/18	Asset management implementation for both Transportation and Parks & Recreation is in progress. Completed inventory, condition & level of service analysis and currently developing standardized risk and life cycle management framework. Updates on Transportation Infrastructure gap is prepared annually.	
			 Implement the financial and asset recommendations of the Corporate Asset Management Plan. (Reports are prepared on an ongoing annual review basis with a full update once every 5 years)	12/31/19	Recommendations have been applied and Council approved policies that would allocate funds to the infrastructure gap reserve fund (e.g. Surplus Policy and Assessment Growth Policy). To date this reserve fund has a balance of \$2.753 million.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Implement the system across the city 	12/31/19	Asset management implementation for both Transportation and Parks & Recreation is in progress. Once the pilots (Transportation and Parks & Recreation) are complete, the corporate asset management system will be implemented for the remaining service areas.	On January 23, 2018, Civic Administration brought forward a report that outlined Ontario Regulation 588/17 that came into effect on January 1, 2018. The regulation sets out new requirements for municipal asset management planning and phases of implementation. The end date of this milestone needs to be updated to align with the new requirements. Proposed new end date to implement the system across the city is 9/30/23.
	<ul style="list-style-type: none"> Manage and improve water, wastewater, and storm water infrastructure and services 	<ul style="list-style-type: none"> Water and Wastewater Business Plans (EES) 	<ul style="list-style-type: none"> Seek Council approval of 2016-19 Business Plan and Budget 	3/31/16		
			<ul style="list-style-type: none"> Implement the Business Plan annually 	12/31/19		
	<ul style="list-style-type: none"> Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots 	<ul style="list-style-type: none"> Parking Master Plan (EES) 	<ul style="list-style-type: none"> Consult with the public on parking opportunities and requirements 	3/31/16		
			<ul style="list-style-type: none"> Complete Strategy for Council approval 	12/31/17	Council approved Parking Strategy Report and Action Plan for Downtown London in December 2017.	
			<ul style="list-style-type: none"> Finalize Strategic Implementation Plan 	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> — Parking Lot Upgrade Strategy (EES) 	<ul style="list-style-type: none"> ✓ Complete Strategy Development 	6/30/15		
			<ul style="list-style-type: none"> ✓ Complete Year One Lot Upgrades (Lot 2) 	12/31/17		
			<ul style="list-style-type: none"> ✓ Complete Year Two Lot Upgrades (Lots 1 and 17) 	12/31/17		
			<ul style="list-style-type: none"> ↑ Complete Year Three Lot Upgrades (Lots 4, 5, 3W & 3E) 	12/31/18		
			<ul style="list-style-type: none"> ↑ Complete Year Four Lot Upgrades (Lots 8, 11, 7 & 15). 	12/31/19		
		<ul style="list-style-type: none"> — Heritage Bridge Preservation Strategy - Meadowlily Footbridge - Blackfriars Bridge (EES / Planning) 	<ul style="list-style-type: none"> ✓ Complete construction of improvements - Meadowlily Footbridge 	3/31/15	Meadowlily Footbridge project completed.	
			<ul style="list-style-type: none"> ✓ Complete Environmental Assessment - Blackfriars Bridge 	6/30/16	Blackfriars Bridge Environmental Assessment process completed.	
			<ul style="list-style-type: none"> ✓ Complete Detail Design and Public Consultation - Blackfriars Bridge 	3/31/17	Environmental approvals received from Ministry of Environment, public consultation and detail design completed, project tendered and awarded for construction.	
			<ul style="list-style-type: none"> ↑ Complete construction of improvements - Blackfriars Bridge 	12/31/19	Construction tender approved by Council.	
		<ul style="list-style-type: none"> — Transportation Master Plan (EES) 	<ul style="list-style-type: none"> ↑ Complete Environmental Assessment and review opportunities for advancement - Adelaide Street/ CPR Grade Separation 	6/30/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> — Bicycle Master Plan (EES) 	<ul style="list-style-type: none"> ✓ Complete detailed design - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second) 	6/30/15		
			<ul style="list-style-type: none"> ✓ Complete construction of Improvements - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second) 	12/31/15		
			<ul style="list-style-type: none"> ✓ Complete detailed design - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce) 	6/30/16		
			<ul style="list-style-type: none"> ✓ Complete construction of improvements - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce) 	12/31/16		
	<ul style="list-style-type: none"> — Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management 	<ul style="list-style-type: none"> — Long-Term Waste Management Plan (EES) 	<ul style="list-style-type: none"> ↑ Develop Environmental Assessment Terms of Reference and submission to Province 	6/30/18		
			<ul style="list-style-type: none"> ↑ Complete Long-term Resource Recovery Plan 	6/30/18		
			<ul style="list-style-type: none"> ↑ Complete Environmental Assessment and submission to Province 	7/31/20		
			<ul style="list-style-type: none"> ↑ Increase waste diversion (e.g., downtown, public space recycling, etc.) 	12/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Prepare Environmental Protection Act Documentation and submission to Province	7/31/21		
	 Fund innovative ways to adapt to Climate Change	 Climate Change Adaptation Strategy (EES)	 Award flood proofing design for Vauxhall plant	12/31/16		
			 Phase 2: Incorporate increased Climate Change Adaptation in design and practice when possible	12/31/16		
			 Award flood proofing design for Greenway plant	12/31/18		Project requires funding from senior levels of government. Awaiting further funding and application details for the proposed federal Green Infrastructure Fund.
			 Award flood proofing design for Adelaide plant	12/31/18		Project requires funding from senior levels of government. Awaiting further funding and application details for the proposed federal Green Infrastructure Fund.
			 Begin construction of West London Dykes Phase 3	9/30/17		
			 Phase 3: Update Draft Strategy, implementation plan and final review with stakeholders	9/30/18		
			 Phase 4: Submit to Committee/Council	6/30/18		NOTE - Phase 4 comes after Phase 3; therefore this date needs to be change to January or February 2019
			 Award flood proofing construction for Vauxhall plant	3/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p> Phase 5: Implement approved strategy</p>	9/30/18		NOTE - Phase 5 comes after Phase 4; therefore this date needs to be change to March or April 2019
			<p> Award flood proofing construction for Adelaide plant</p>	3/31/19		Project requires funding from senior levels of government. Awaiting further funding and application details for the proposed federal Green Infrastructure Fund.
			<p> Begin construction of West London Dykes Phase 4</p>	9/30/19		
		<p>— The London Plan (The Green City and Natural Hazards) – draft (Planning)</p>	<p> Prepare second draft of London Plan and release recommended The Green City and Natural Hazards policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
			<p> Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<p> Target approval of the London Plan by Province</p>	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority (EES)	 Conservation Authority Partnerships Phase 1: Develop a Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City. Report back on this to Municipal Council and the Upper Thames Conservation Authority Board	12/31/16	<p>A Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City was completed between the UTRCA and the City.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Conservation Authority Partnerships Phase 2: Build upon current relationships with Upper Thames Conservation Authority by undertaking a review of existing shared service arrangements related to the health of the Thames River watershed (hydrogeology, Beaver Activity Management, Low Impact Development Strategy, Risk Assessments).</p>	12/31/17	A review of the the current partnerships between the Conservation Authority and the City was undertaken and elements were incorporated into the UTRCA-London Memorandum of Understanding. The City and UTRCA continue to broaden our partnerships on various projects including the Domestic Action Plan for phosphorous reduction and implementation of Low Impact Development infrastructure.	
			<p>↑ Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy</p>	12/31/18		
Convenient and connected mobility choices	<p>— Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services</p>	<p>— Transportation Master Plan (EES)</p>	<p>✓ Complete construction improvements – Hyde Park Road Improvements</p>	12/31/15		
			<p>✓ Complete Detail Design and Public Consultation – Fanshawe Park Road East Improvements</p>	12/31/15		
			<p>✓ Complete detailed design – Commissioners Road Improvements (Wonderland to Viscount)</p>	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Complete detailed design – Sarnia Road Improvements (east of Wonderland Road)	12/31/15		
			↑ Complete detailed design – Veterans Memorial Parkway North Extension	12/31/18		
			✓ Complete Environmental Assessment – Wharncliffe & Western Road Improvements (Oxford to Platts Lane)	12/31/15		
			✓ Complete Environmental Assessment – Wharncliffe Road Improvements (Horton to Becher)	7/31/18		
			✓ Complete construction of Commissioners Road Improvements (Wonderland to Viscount)	12/31/16		
			✓ Complete construction of improvements – Fanshawe Park Road East Improvements	12/31/16		
			✓ Complete construction of Sarnia Road Improvements (east of Wonderland Road).	12/31/16		
			↑ Complete Environmental Assessment – Fanshawe Park Road / Richmond Intersection Improvements	7/31/18		
			■ Complete Environmental Assessment – Western Road / Sarnia Road Intersection Improvements	6/30/18		Completion of Environmental Assessment is subject to coordination with Rapid Transit Initiative. New completion date is June 2019.
			✓ Complete detailed design – Wharncliffe & Western Road Improvements (Oxford to Platts Lane)	9/30/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete detailed design – Western Road / Sarnia Road Intersection Improvements	12/31/19		Environmental Assessment has been delayed. New completion date for detail design is end of 2020.
			 Complete detailed design – Fanshawe Park Road / Richmond Intersection Improvements	12/31/19		
			 Complete construction of Wharncliffe & Western Road Improvements (Oxford to Platts Lane)	12/31/18		
			 Complete detailed design – Wharncliffe Road Improvements (Horton to Becher)	12/31/18		
			 Complete construction of Fanshawe Park Road / Richmond Intersection Improvements	12/31/20		
			 Complete construction of improvements – Veterans Memorial Parkway North Extension	12/31/19		
			 Complete construction Western Road / Sarnia Road Intersection Improvements	12/31/20		Completion of Environmental Assessment has been delayed. Construction to be completed by end of 2021.
			 Complete construction of Wharncliffe Road Improvements (Horton to Becher)	12/31/21		
		 Rapid Transit Implementation Strategy (EES)	 Complete Environmental Assessment	6/30/18		Completion of the Transit Priority Assessment Process is scheduled for end of 2018.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Design First Phase	12/31/19		After completion of the TPAP process and approval by the Minister of the Environment and Climate Change, the project will shift into detail design for the first corridor. Design is anticipated to take 1.5 years. New completion date is mid 2020.
		London Transit Commission Strategic Business Plan (CMO)				
		Bicycle Master Plan (EES)	 Present draft Cycling Master Plan	6/30/16	Cycling Master Plan approved by Council.	
			 Finalize Cycling Master Plan for Council approval	12/31/16	Cycling Master Plan approved by Council in 2016.	
		Thames Valley Corridor Plan (Planning)	 Complete Environmental Assessment for Thames Valley Corridor North Branch pathway project	9/30/16	North Branch EA completed. Part II Order was dismissed by the Minister on April 12, 2017.	
			 Issue Construction Tender	6/30/18	Provincial Cycling infrastructure funding secured. Detailed design underway. To be tendered June, 2018.	
			 Begin construction	10/15/18		
			 Complete construction	12/31/19		
		The London Plan (Mobility) - draft (Planning)	 Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Release final London Plan and hold public meeting at Planning Committee	6/30/16		
			✓ Target approval of the London Plan by Province	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19	Numerous City projects consistent with The London Plan coming forward, including: - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Improve travel to other cities through better transportation connectivity specifically regional transit connections	Provincial High Speed Rail Regional Hub-new (EES / Planning)	 Participate in Provincial Environmental Assessment. Provide project status report to Council	7/17/17		
			 Report Project status upon finalization of technical studies	7/17/17		
		Transportation Master Plan (EES)	 Complete Wonderland Road Highway 401 interchange construction	12/31/15	In partnership with the Ministry of Transportation, the completed new interchange provides alternative vehicle and commercial goods access from Highway 401. The interchange will help spur economic and residential development in the southwest part of the City and alleviate congestion on existing routes.	
			 Complete Veterans Memorial Parkway Highway 401 interchange improvements and south extension in partnership with the Ministry of Transportation	6/30/18		
			 Start construction on Highbury Avenue 401 interchange	3/31/19		
		London's Downtown Plan (Planning)	 Evaluate emerging opportunities to advance Transformational Projects #8 and #9 in this Plan which support this strategy and implement as resources allow	12/31/19	Consideration will be given to opportunities as they arise.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (Mobility) – draft (Planning)	 Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
	 Release final London Plan and hold public meeting at Planning Committee		6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		
	 Target approval of the London Plan by Province		12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.		
	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs		12/31/19	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.	
	 Target unappealed portions of the London Plan in force and effect		12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)		
	 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Implement monitoring program bi-annually to evaluate progress on London plan policies 	12/31/19		
		<ul style="list-style-type: none"> London Transit Commission (CMO) 				
		<ul style="list-style-type: none"> London International Airport Authority (CMO) 	<ul style="list-style-type: none"> Explore avenues for working closer with the City of London 	12/31/19		
			<ul style="list-style-type: none"> Improve the passenger experience. 	12/31/19		
			<ul style="list-style-type: none"> Provide greater access to the London region by air. 	12/31/19		
			<ul style="list-style-type: none"> Strengthen business attraction and land development 	12/31/19		
	<ul style="list-style-type: none"> Improve travel by managing congestion and increasing roadway safety 	<ul style="list-style-type: none"> Traffic Signal Optimization (EES) 	<ul style="list-style-type: none"> Optimize Traffic signals timing annually (100 locations) 	12/31/15		
			<ul style="list-style-type: none"> Optimize Traffic signals timing annually (100 locations) 	12/31/16		
			<ul style="list-style-type: none"> Optimize Traffic signals timing annually (100 locations) 	12/31/17		
			<ul style="list-style-type: none"> Optimize Traffic signals timing annually (100 locations) 	12/31/18		
			<ul style="list-style-type: none"> Optimize Traffic signals timing annually (100 locations) 	12/31/19		
		<ul style="list-style-type: none"> Road Safety Strategy (EES) 	<ul style="list-style-type: none"> Complete one third of the traffic signal review system 	6/30/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Develop Red-light camera enforcement program including a service contract	12/31/15		
			✓ Undertake an annual road safety network screening	12/31/15		
			✓ Undertake visibility review of traffic signal heads	12/31/15		
			✓ Complete review traffic signal review of one third of system	6/30/16		
			✓ Complete 5 in-service safety reviews	12/31/16		
			✓ Install Red-light camera equipment at select locations	3/31/17	RLC are operational at 8 locations and 2 more are scheduled for completion by the end of the year.	
			✓ Complete review traffic signal review of one third of system	6/30/17		
			✓ Complete 5 in-service safety reviews	12/31/17		
			↑ Complete 5 in-service safety reviews	12/31/18		
			↑ Complete 5 in-service safety reviews	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>— Explore a better subsidy model for transit riders so that more Londoners can benefit</p>	<p>— Subsidized Transit Business Plan (NCFS)</p>	<p>✓ Develop Subsidized Transit Business Plan and Proposed New Model to go forward to City Council</p>	<p>12/31/16</p>	<p>Children under the age of 5 ride public transit for free. As of January 1, 2017, Council approved that all children 12 years of age and younger can ride public transit for free. A tracking system has been put in place starting in January 2018. Early results are showing child ridership is increasing significantly with the introduction of free transit for children 12 and under.</p> <p>In addition, Council approved a new program: An Income-Related Subsidized Public Transit Program for adults 18 and over to come into effect January 1, 2018. Eligible Londoners will be able to purchase a subsidized monthly bus pass for \$52.00/month instead of \$81.00/month. Information about this new program is on the city website. The number of subsidized passes sold to date in 2018 are:</p> <p>January: 625 February: 999 March: 1,100</p> <p>Council approved a pilot project starting September 1, 2018 for youth 13 to 17 years of age. ALL youth 13 to 17, can purchase a monthly bus pass at a discounted price of \$52.00/month instead of \$81.00/month. A communication strategy and information about the new program will begin in July, 2018.</p>	
			<p>↑ Evaluate effectiveness of the Subsidized Transit Business Plan</p>	<p>12/31/19</p>		
			<p>✓ Implement Subsidized Transit Business Plan, including recommendations of City Council</p>	<p>12/31/19</p>		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Communication with Provincial Government (CMO) 	<ul style="list-style-type: none"> Initiate targeted communication with Provincial Government after Council approval of subsidized transit business plan 	3/31/17		
Strong and healthy environment	<ul style="list-style-type: none"> Implement innovative ways to conserve energy 	<ul style="list-style-type: none"> Community Energy Action Plan (EES) 	<ul style="list-style-type: none"> Provide annual updates on the Community Energy Action Plan which was approved by Council with 60 Actions between 2014 and 2018; 40 actions (2014 to 2015) and 16 actions (2016 to 2018) 	6/30/19		
		<ul style="list-style-type: none"> Corporate Energy Conservation and Demand Management Plan (EES) 	<ul style="list-style-type: none"> Provide annual updates on the Conservation Demand Management Plan which was approved by Council with 48 Actions between 2014 and 2020; 13 actions (2014 to 2015) and 35 actions (2016 to 2020) 	12/31/19		
		<ul style="list-style-type: none"> Street Light Energy Plan (EES) 	<ul style="list-style-type: none"> Complete Phase 1 of the LED Street Light Upgrade 	6/30/16		
			<ul style="list-style-type: none"> Complete Phase 2 of the LED Street Light Upgrade 	6/30/18		
		<ul style="list-style-type: none"> Review other Municipalities and Provincial programs (EES) 	<ul style="list-style-type: none"> Continue to review municipal and association contacts, document review, attendance at conferences/workshops, direct contact, etc 	12/31/19		
	<ul style="list-style-type: none"> Reduce fuel use through innovation and research 	<ul style="list-style-type: none"> Green Fleet Strategy (EES) 	<ul style="list-style-type: none"> Phase 4: Prepare Updated Green Fleet Strategy and undertake stakeholder engagement 	6/30/18		
			<ul style="list-style-type: none"> Phase 5: Submit to Committee/Council 	7/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Plant more trees and better protect them from deforestation, invasive species, and other threats	Urban Forest Strategy (Planning / EES)	✓ Begin implementing Urban Forest Strategy	12/31/15	Protect More, Plant More and Maintain Better goals are now being implemented with increased funding from Council through the 4 year budget.	
			✓ Complete Planting Strategy	12/31/17	Planting Strategy Complete. Includes targets for City and Community efforts. New funding through the 4 year budget supports "planting more".	
			✓ Revise Tree Conservation By-law	9/30/16	New Tree Protection By-law now in place and is being implemented.	
			✓ Plant 4000 Trees	12/31/16	More than 5,000 trees were planted in 2016.	
			✓ Prepare Asian Longhorned Beetle Report	3/27/17	Report complete and presented to PEC.	
			↑ Revise Boulevard Tree Protection By-law	6/30/18		
			✓ Complete Tree Canopy Cover Study	3/31/17	Study complete. Data included in Planting Strategy.	
			↑ Complete Urban Forest analysis update	12/31/18		
		The London Plan (Urban Forest) - draft (Planning)	✓ Prepare second draft of London Plan and release recommended Urban Forest policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
			✓ Release final London Plan ["Urban Forest" section name changed to "Forest City"] and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Target approval of the London Plan by Province	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19	Numerous City projects consistent with The London Plan coming forward, including: - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		— Promote and enhance the Forest City brand (Planning)	↑ Implement annual community tree plantings, tree sales and giveaways, etc	12/31/19	2000 trees given to Londoners to plant in 2017	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours	Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste (EES)	✓ Approve (Updated) Interim Waste Diversion Plan (2016)	3/31/16	Municipal Council approved the implementation of a three container garbage limit and the introduction (pilot project) of a separate curbside collection for Christmas trees.	
			↑ Complete Long-term Resource Recovery Plan	6/30/18		
			↑ Develop new Waste Diversion Plan	12/31/18		
		London Environmental Network (EES)	✓ Launch London Environmental Network (with funding from Ontario Trillium Foundation)	3/31/15		
			✓ Update: London Environmental Network	6/30/19		
		Green Development Strategy (Planning)	↑ Review resources required to resume the Strategy among projects to be included in Planning Services 2018 - 2019 Work Program	12/31/17		Project identified as deferred to Q4, 2019 workplan in report presented to PEC on October 10, 2017
		Property Assessed Clean Energy (EES)	✓ Phase 1: Update Local Improvement Charges (LIC Financing) for Energy and Water Efficiency Improvements	3/31/16	Detailed report submitted to Civic Works Committee highlighting the challenges, opportunities and uncertainties associated with LIC financing.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Phase 2: Undertake stakeholder engagement and prepare Draft Business Case for a Local Improvement Charges Pilot Project including implementation scope, framework, costs, and risks</p>	9/30/17		<p>A report was submitted to Civic Works Committee on February 21, 2017 and approved by Council that highlighted revisions to milestone dates based on potential changes at the Provincial Government with respect to funding and the proposed "Green Bank." Updates on the "Green Bank" initiatives occurred in late 2017. MOECC is reviewing how this program can be implemented provincially with particle funding from the Cap and Trade Program. This project remains on hold, likely until 2019, until new information is made available from the Province on direction with LICs. Revise date to 3/31/19</p>
			<p>Phase 3: Submit to Committee/Council</p>	3/31/18		<p>Cannot proceed until Provincial direction and Phase 2 results are known/complete. Revise date to 3/31/19</p>
			<p>Phase 4: Implement approved strategy</p>	5/31/18		<p>Cannot proceed until Provincial direction and phase 2 results are known/complete. Revise date to 5/31/19</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows</p>	<p>The London Plan (Natural Heritage and The Green City) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release recommended Natural Heritage and The Green City policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>			6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		
<p>✓ Target approval of the London Plan by Province</p>			12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.		
<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>			12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.	
<p>✓ Target unappealed portions of the London Plan in force and effect</p>			12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			<ul style="list-style-type: none"> Implement monitoring program bi-annually to evaluate progress on London plan policies 	12/31/19		
		Thames Valley Corridor Plan (Planning)	<ul style="list-style-type: none"> Amend Woodland Reserve Fund By-Law to permit management of invasive species 	2/21/17	Report completed. Projects being implemented in 2018.	
		Source Protection Plan (EES)	<ul style="list-style-type: none"> Seek Provincial acceptance of a plan to protect groundwater near City wells 	3/31/16	Approval of the Plan confirms that how we are proposing to manage protection of source water meets Provincial requirements, and is technically sound.	
			<ul style="list-style-type: none"> Prepare risk management templates for use by City development approval staff (by Upper Thames River Conservation Authority) 	9/30/16	A risk based approach has been developed based on a rigorous review of well information, soils and development potential, all mapped for use by staff.	
			<ul style="list-style-type: none"> Train development approval staff 	9/30/16	The Plan can impose more stringent requirements on development opportunities. Staff are now able to communicate the importance of source water protection to the development community.	
			<ul style="list-style-type: none"> Begin private property inspections at which time the plan will be fully operational 	12/31/16		
			<ul style="list-style-type: none"> Progress report from Upper Thames River Conservation Authority 	12/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Thames River Clear Water Revival Initiative (EES)	✓ Complete Thames River Water Management Plan: Phase 1	6/30/17	Phase 1 of the water management plan is completed and is out for comment from the various municipal and conservation authority stakeholders. A report to council was completed in April 2018	
			↑ Evaluate approaches to implement targets, monitoring and future reporting methods	12/31/18		
			↑ Assess implications and budget impacts	12/31/19		
		Pollution Prevention and Control Plan (EES)	✓ Complete Phase 2 report that outlines priority overflow locations and technical details	6/30/17		
			✓ Complete Phase 3 (final) report on priority solutions	12/31/17	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	
			✓ Review budget forecast implications	3/31/18	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	
			✓ Recommend budget forecast changes	6/30/18	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Environmentally Significant Areas (Planning)	Implement existing Environmentally Significant Area Conservation Master Plans to manage natural areas through annual reporting	12/31/19	Continuing with program to protect, restore and enhance ecological areas, including invasive species removals and habitat protection and creation.	
		Conservation Master Plans (Planning)	Update Meadowlily Conservation Master Plan	12/31/18	Nearing completion of Phase 1-Ecological Inventory background work.	
	Update Medway Conservation Master Plan		12/31/18	Final Master Plan to be considered at PEC April, 16, 2018. Conservation Master Plan recommendations fully comply with City's ESA Guidelines.		
	Set updates of next Conservation Master Plans due in 10-year cycle		3/31/19			
		Subwatershed Plans (EES)	Develop Conceptual Alternatives for the movement of water, wildlife and people for: Dingman Subwatershed Environmental Assessment Phase 1	12/31/16		
			Hold Public Meetings and Select Preferred Alternatives for: Dingman Subwatershed Environmental Assessment Phase 2	6/30/17		
			Complete Final Report that will provide a conceptual stormwater servicing and corridor plan for the Dingman Creek Subwatershed. (Dingman Subwatershed Environmental Assessment Phase 3)	9/30/18		
		Significant woodlands protection (Planning)	Develop and implement (by priority) management plans for 90 woodlands annually	12/31/19	On-going; continuing with annual program, including enhanced invasive species management arising from recent funding increase.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Partnership with the Conservation Authorities: Kettle Creek Conservation Authority, Lower Thames Conservation Authority, Upper Thames Conservation Authority (EES / Planning) 	<ul style="list-style-type: none"> ✓ Conservation Authority Approvals/Monitoring Optimization Phase 1: Work with conservation authority partners to streamline and optimize approval and watershed monitoring processes to ensure watershed health is maintained as the City grows 	12/31/17	<p>Continuing to build on our current relationship with the Conservation Authorities by entering into regular dialog with key authority staff. Water quality monitoring will be addressed through the Council endorsed Domestic Action Plan item to integrate City and UTRCA water quality monitoring.</p>	
			<ul style="list-style-type: none"> ↑ Conservation Authority Approvals/Monitoring Optimization Phase 2: Assess and modify existing programs/processes/budgets to reflect Conservation Authority partnership efforts 	12/31/18		
			<ul style="list-style-type: none"> ↑ Monitor quarterly and annually on the daily management of the City's Environmentally Significant Areas through its contract with the Upper Thames River Conservation Authority 	12/31/19		
		<ul style="list-style-type: none"> Communicate with First Nations (L&CS / CMO) 	<ul style="list-style-type: none"> ✓ Participate in a Federation of Canadian Municipalities workshop on strengthening partnerships between our communities, identifying issues of mutual interest, exploring principles for strong relationships, and learning about service agreements 	3/31/16	<p>A follow up meeting in May, 2016 helped to identify specific areas of interest to explore further.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Develop a strategic approach and actions that encourage our communities to first build a strong relationship based on listening and learning from each other</p> <p>↑ Develop new ways or modifications to existing approaches to: 1. delivering our services to First Nations residents of London; 2. meeting Provincial consultation requirements on infrastructure projects; 3. Addressing municipal related recommendations of the Truth and Reconciliation Commission of Canada</p> <p>↑ Implement and build the new approaches into our programs</p>	<p>12/31/18</p> <p>12/31/18</p> <p>12/31/19</p>		
	<p>— Use new ways to help residents protect their basements from flooding</p>	<p>— Basement Flooding Grant Program (EES)</p>	<p>✓ Review the existing program and background information: the programs of other cities, insurance industry and communications</p> <p>✓ Consider alternative approaches to reducing the risk of basement flooding ranging from strict regulation to encouragement</p> <p>✓ Recommend a preferred approach after having consulted with the public</p>	<p>6/30/16</p> <p>3/31/17</p> <p>12/31/17</p>	<p>Developed an understanding of how London programs can be improved to better address basement flooding.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Prepare the plan, including program changes, resources and costs 	12/31/18	The Flooding Matters initiative was a collaborative effort between the public, Council, and the administration that included 22 new initiatives developed with an intense focus on reducing basement flooding. These initiatives combined educational opportunities and increased financial subsidies to help protect London homeowners from basement flooding.	
		<ul style="list-style-type: none"> — Pollution Control and Prevention Program (EES) 	<ul style="list-style-type: none"> ✓ Include basement flooding protection in the Phase 2 report that outlines priority overflow locations and technical details 	12/31/16		
			<ul style="list-style-type: none"> ✓ Complete Phase 3 (final) report on priority solutions 	12/31/17	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	
			<ul style="list-style-type: none"> ✓ Review budget forecast implications including basement flooding risk reduction 	3/31/18	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	
			<ul style="list-style-type: none"> ✓ Coordinate recommended budget forecast changes between overflow reduction and basement flooding reduction programs 	6/30/18		
			<ul style="list-style-type: none"> ↑ Co-ordinate and implement both programs annually 	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Weeping Tile Disconnections Program (EES) 	<ul style="list-style-type: none"> ✓ Create a list of possible neighbourhoods that could benefit from this 100% City paid program that has work on both public and private property ✓ Engage the neighbourhoods with the Ward Councillor to determine which one has enough interest and support to proceed ✓ Design and build the neighbourhood home plumbing changes ↑ Evaluate performance of the investment by monitoring sewer flows during rainstorms 	<ul style="list-style-type: none"> 9/30/16 2/6/18 12/31/17 12/31/18 	<ul style="list-style-type: none"> Five priority areas have been approved for consideration. All homeowners in each area will be approached to gauge their interest in this program, noting that at least 60% have to agree for the program to effectively protect basements from flooding. 	
Beautiful places and spaces	<ul style="list-style-type: none"> Invest in public spaces to be gathering places for more compact neighbourhoods 	<ul style="list-style-type: none"> The London Plan (City Design) – draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release recommended City Design policies for comments. Undertake second round of public engagement seeking comments ✓ Release final London Plan and hold public meeting at Planning Committee ✓ Target approval of the London Plan by Province ↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	<ul style="list-style-type: none"> 6/30/15 6/30/16 12/31/16 12/31/19 	<ul style="list-style-type: none"> Second draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan June 23, 2016. Minister of Municipal Affairs approved the London Plan on December 28, 2016. Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<ul style="list-style-type: none"> Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
-----------------------------	--------------------	----------------------	------------	--------------------	---------------------------	--------------------

			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	 London's Downtown Plan (Planning)		 Build Transformational project #1 in this Plan. "Dundas Place", Wellington and the Forks of the Thames	12/31/19	<p>Construction contract approved March, 2018.</p> <p>Phase I construction to start April, 2018.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Civic Spaces Program (Planning)	✓ Request proposals for the design of Heritage Square in the Old Victoria Hospital Lands	6/30/17	Consultant hired. Conceptual design complete.	
			↑ Construct Heritage Square	12/31/19	Construction to be completed by December 31, 2019 to align with construction of the Hospital lands	
	Support more public art and continue maintaining what we own	Public Art Strategy (CMO/Planning)	✓ Secure a contract with the Jet Aircraft Museum to store the Guy Lombardo Tempo 7 Hydroplane at their facility	12/31/15	The Unilateral Stewardship Agreement reviewed by the City's Legal Services was signed by the JAM President on Sept. 15, 2015. An annual payment for the storage and display of the Tempo 7 is provided to the JAM.	
			✓ Identify with Facilities public art to be refurbished and conserved by a specialized Public Art Conservator for 2016	3/31/16		
			✓ Seek additional investment in public art maintenance fund through multi-year budget process	3/31/16		
			✓ Update Public Art Policy and Strategy to formalize the process of Bonus Zoning for Height and Density Incentives for Public Art on Private Development	12/31/16	New Official Plan policies re: bonus zoning is completed and adopted by Council through the London Plan.	
✓ Commission and purchase Public Art and Monuments for Canada's 150th Anniversary such as: the LAV III and the Terry Fox Artwork	12/31/17	LeuWebb Artists and their Terry Fox proposal were selected through the Public Art Program juried process in 2017 and will be installed along the Terry Fox Parkway in Greenway Park in 2018. A contract for City of London purchase of the LAV III from Canada Company was executed in 2017 and the placement of this monument at Wolseley Barracks in the RCR Museum outdoor display area will take place in the fall of 2018.				

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Commission public art for the City of London such as: 505 Talbot Street Development, South West and South East Multi-Purpose Recreation Facilities, Truth and Reconciliation Monument, a Public Art Colouring Book and various Public Art Mural initiatives</p> <p>↑</p>	12/31/19		
		<p>— The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release recommended City Design and Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
			<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<p>✓ Target approval of the London Plan by Province</p>	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	 Create a more attractive city through urban design	 The London Plan (City Design) – draft (Planning)	 Prepare second draft of London Plan and release recommended City Design policies for comments. Undertake second round of public engagement seeking comments	6/30/15	<p>Second draft of policies completed and public engagement program completed.</p>	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	<p>Final policies drafted and Council adopted the London Plan June 23, 2016.</p>	
			 Target approval of the London Plan by Province	12/31/16	<p>Minister of Municipal Affairs approved the London Plan on December 28, 2016.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19	Numerous City projects consistent with The London Plan coming forward, including: - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		City Wide Urban Design Manual (Planning)	✓ Complete draft of manual	6/30/15	Draft of Urban Design Manual completed and circulated to development community and other stakeholders.	
			✓ Complete public engagement/consultation	6/30/15	Engagement process completed relating to draft Urban Design Manual. Will continue engagement through next draft of the Guidelines document.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete final document	12/31/17		Draft completed-requires revision to better clarify direction. Due to staff departure, resources are not available to complete the revisions as required and scheduled. Anticipate completion of revised draft and circulation by Q4, 2018.
		 Urban Design Peer Review Panel (Planning)	 Review planning and development applications through the Urban Design Peer Review Panel	12/31/19	On-going process.	
		 Urban Design Program (Planning)	 Engage stakeholders within the development community, planning, architectural and landscape architectural communities	9/30/16		
			 Complete program review	12/31/17		RFP process on hold to resolve stakeholder concerns. Completion date anticipated for Q4, 2018.
	 Invest in parks and recreation facilities and amenities	 Parks and Recreation Strategic Master Plan 2009 - update (P&R / NCFS)	 Select architects for the East Community Centre	3/31/16		
			 Start construction of the South West Community Centre	6/30/16	Construction commenced July 2016.	
			 Engage in public discussions regarding the Glen Cairn Arena Decommissioning	9/30/16	The community was informed of the plans to decommission the Glen Cairn Arena upon completion and opening of the new Southwest Community Centre, that includes a double pad ice arena. Community input was received regarding ideas and plans to improve the Glen Cairn Community, both before and after the closure of the arena facility.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Engage the public on the East Community Centre	9/30/16	Community open house meetings were held at Clarke Road Secondary School with staff representatives from planning, NCFS and Parks and Recreation to inform and discuss input and ideas from the community regarding the exciting new Community Centre and park developments at the East Lions Park site.	
			✓ Present Interim Update on Parks and Recreation Strategic Master Plan	12/31/16	An Interim Update report went to Council in January, 2017.	
			✓ Complete final design of the East Community Centre	6/30/17		
			↑ Engage the public on the Silverwoods Arena Redevelopment	6/30/18		
			↑ Redevelop the Silverwoods Arena	3/31/19		
			↑ Decommission the Glen Cairn Arena	9/30/18		
			↑ Open South West Community Centre Building	9/30/18		
			↑ Open the East Community Centre Building	6/30/19	In October 2017, Council approved the financing and the tender for the construction of the East Community Centre at 1731 Churchill Avenue. Construction began in the Fall of 2017 with project completion in 2019.	
			↑ Maintain and upgrade existing recreational parks and facilities through Annual Life cycle maintenance	12/31/19		
			↑ Update Parks and Recreation Strategic Master Plan	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (Parks & Recreation) – draft (Planning)	 Prepare second draft of London Plan and release recommended Parks & Recreation policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
	 Release final London Plan and hold public meeting at Planning Committee		6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		
	 Target approval of the London Plan by Province		12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.		
	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs		12/31/19	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.	
	 Target unappealed portions of the London Plan in force and effect		12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
	<ul style="list-style-type: none"> Invest in making London's riverfront beautiful and accessible for all Londoners 	<ul style="list-style-type: none"> Thames Valley Corridor Plan (Planning) 	<ul style="list-style-type: none"> Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan 	12/31/19	<p>Thames Valley Corridor Plan community vision has been incorporated into the One River EA goal statement.</p> <p>Recent planning applications have identified lands to be added to the Corridor through parkland dedication.</p>	
		<ul style="list-style-type: none"> London Community Foundation "Back to the River Project" (Planning / EES) 	<ul style="list-style-type: none"> Launch International Design Competition 	6/30/15	Design competition completed with London Community Foundation leadership.	
			<ul style="list-style-type: none"> Select Winning Entry 	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council.	
			<ul style="list-style-type: none"> Confirm initial Project to undertake 	6/30/16	Forks of the Thames shoreline work, plaza, "ribbon bridge" lookout, etc. established in 2016-19 Multi-Year Budget Strategic Investment Business Case #18.	
			<ul style="list-style-type: none"> Begin Environmental Assessment 	3/31/17	Consultant hired for One River EA.	
			<ul style="list-style-type: none"> Complete Environmental Assessment 	6/30/18	Phase I of the EA now completed and working on Phase II of the EA. Working on Forks design.	
			<ul style="list-style-type: none"> Complete Detail Design of initial project 	6/30/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning)	 Prepare second draft of London Plan and release recommended City Design and Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
	 Release final London Plan and hold public meeting at Planning Committee		6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016		
	 Target approval of the London Plan by Province		12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.		
	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs		12/31/19	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.	
			 Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
Responsible growth	Finalize The London Plan	The London Plan – draft (Planning)	<p>✓ Prepare second draft of London Plan and release policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
			<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<p>✓ Target approval of the London Plan by Province</p>	12/31/16	London Plan approved by Minister of Municipal Affairs on December 28, 2016.	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<p>Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	Build new transportation, water, wastewater, and storm water infrastructure as London grows	Growth Management Implementation Strategy (EES)	✓ Complete detailed design in conjunction with development requirements – Killaly Road Upgrades	12/31/16		
			✓ Design and build the infrastructure that allows London to grow in accordance with the Growth Implementation Strategy	12/31/16		
			✓ Complete detailed design in conjunction with development requirements – Bradley Avenue Extension (Wharnccliffe to Wonderland)	3/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ↑ Undertake construction of improvements – Killaly Road Upgrades 	12/31/18		
			<ul style="list-style-type: none"> ✓ Complete construction of improvements – Bradley Avenue Extension (Wharnccliffe to Wonderland) 	12/31/17		
			<ul style="list-style-type: none"> ↑ Prepare the annual update of the GMIS with community stakeholders to balance the needs for new infrastructure with ensuring the health of the DC reserve funds 	12/31/19	The 2018 GMIS report was received by Council on May 16, 2017.	
		<ul style="list-style-type: none"> — The London Plan (Civic Infrastructure) – draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release recommended Civic Infrastructure policies for comments. Undertake second round of public engagement seeking comments 	6/30/15	Second draft of policies completed and public engagement program completed.	
			<ul style="list-style-type: none"> ✓ Release final London Plan and hold public meeting at Planning Committee 	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<ul style="list-style-type: none"> ✓ Target approval of the London Plan by Province 	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			<ul style="list-style-type: none"> ↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress	12/31/19		
		— Development Charges Background Study (F&CS, EES)	↑ Complete Development Charges Background Study and rates to ensure that growth pays for growth	9/30/19	Council adopted residential and non-residential growth projections for use in the 2019 DC Study on February 13, 2018.	
	— Buy property for flood protection purposes	— Floodplain Acquisition Strategy (Planning)	↑ Evaluate and implement opportunities as resources allow	12/31/19		
		— Parks and Recreation Strategic Master Plan 2009–Update (P&R / NCFS)	↑ Evaluate and implement opportunities as resources allow	12/31/19		
		— Thames Valley Corridor Plan (Planning)	↑ Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan	12/31/19	Thames Valley Corridor Plan community vision has been incorporated into the One River EA goal statement. Recent planning applications have identified lands to be added to the Corridor through parkland dedication.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
-----------------------------	--------------------	----------------------	------------	--------------------	---------------------------	--------------------

<p>— The London Plan (Natural Resources) - draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release Natural Resources policies for comments. Undertake second round of public engagement seeking comments</p>	3/31/15	Second draft of policies completed and public engagement program completed.	
	<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
	<p>✓ Target approval of the London Plan by Province</p>	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
	<p>↑ Implement the London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
<p>✓ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Target appeals of the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London Plan policies</p>	12/31/19		
	<p>— Conserve agricultural land</p>	<p>— The London Plan (Food System) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release Food System policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	<p>Second draft of policies completed and public engagement program completed.</p>	
			<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	<p>Final policies drafted and Council adopted the London Plan June 23, 2016.</p>	
			<p>✓ Target approval of the London Plan by Province</p>	12/31/16	<p>Minister of Municipal Affairs approved the London Plan on December 28, 2016.</p>	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<p>Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
		<p>— London and Middlesex Food Policy Council - new (NCFS)</p>	<p>✓ Participate in the development of a London and Middlesex Food Policy Council</p>	9/30/16		
			<p>✓ Participates as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities</p>	9/30/16	<p>A City Councillor and city representative from Planning, participate on the London and Middlesex Food Policy Council.</p>	
Heritage conservation	<p>— Protect and promote London's Thames Heritage River status</p>	<p>— Thames Valley Corridor Plan (Planning)</p>	<p>✓ Explore possible sites for heritage interpretive signage</p>	12/31/16	<p>Worked with the London Heritage Council and Culture office to complete.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (City Structure and Cultural Heritage) - draft (Planning)	 Prepare second draft of London Plan and release City Structure and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
	 Release final London Plan and hold public meeting at Planning Committee		6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		
	 Target approval of the London Plan by Province		12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.		
	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs		12/31/19	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.	
	 Target unappealed portions of the London Plan in force and effect		12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)		
	 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Implement monitoring program bi-annually to evaluate progress on London plan policies 	12/31/19		
	<ul style="list-style-type: none"> Protect and celebrate London's heritage for current and future generations 	<ul style="list-style-type: none"> Heritage Conservation District Plans - prepare and implement (Planning) 	<ul style="list-style-type: none"> Adopt St. George-Grosvenor Heritage Conservation District Study 	9/30/16		
<ul style="list-style-type: none"> Adopt SOHO Heritage Conservation District Study 			12/31/19			
<ul style="list-style-type: none"> Adopt St. George-Grosvenor Heritage Conservation District Plan 			12/31/19			
<ul style="list-style-type: none"> Adopt SOHO Heritage Conservation District Plan 			12/31/19			
<ul style="list-style-type: none"> Review "Heritage Places" Potential Heritage Conservation Districts roster 			6/30/18	Consultant selected to prepare update to <i>Heritage Places</i> to identify potential new Heritage Conservation Districts and to establish priorities for designating new HCDs.		
		<ul style="list-style-type: none"> Municipally Owned Heritage Properties 10 Year Capital Plan (Planning) 	<ul style="list-style-type: none"> Complete Eldon Main House works 	12/31/17	Completed 2017 Life Cycle Renewal work including window restoration, exterior painting, porch restoration and roof replacement. Annual asbestos review completed.	
<ul style="list-style-type: none"> Complete Elsie Perrin Williams Main House works 			12/31/19	Life Cycle Renewal projects, including mechanical and electrical updates and exterior painting to be completed by Q4, 2018. Annual asbestos review completed.		
<ul style="list-style-type: none"> Complete 1 Dundas works 			12/31/18	Annual asbestos review completed.		
<ul style="list-style-type: none"> Complete Eldon Carriage House works 			12/31/18	Annual asbestos review completed.		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ↑ Complete Flint Cottage works ↑ Complete Elsie Perrin Williams Gate House works ↑ Complete Grosvenor Lodge Main House works 	<ul style="list-style-type: none"> 12/31/18 12/31/19 12/31/19 	<ul style="list-style-type: none"> Exterior painting to be completed in 2018. Annual asbestos review completed. Annual asbestos review completed. Annual asbestos review completed. 	
		<ul style="list-style-type: none"> — Cultural Heritage Landscape Plans – prepare and implement (Planning) 	<ul style="list-style-type: none"> ✓ Install interpretive signage in Western Counties Cultural Heritage Landscape Plan 	<ul style="list-style-type: none"> 6/30/17 	<ul style="list-style-type: none"> Art work nearing completion. Anticipate installation by end of October, 2017. 	
		<ul style="list-style-type: none"> — The London Plan (Urban Regeneration and Cultural Heritage) – draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release Urban Regeneration and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments ✓ Release final London Plan Cultural Heritage policies and hold public meeting at Planning Committee ✓ Target approval of the London Plan by Province ↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	<ul style="list-style-type: none"> 6/30/15 6/30/16 12/31/16 12/31/19 	<ul style="list-style-type: none"> Second draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan on June 23, 2016. Minister of Municipal Affairs approved the London Plan on December 28, 2016. Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<ul style="list-style-type: none"> Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		

Introduction

Growing our Economy

A vibrant economy is the backbone of our community, providing Londoners and their families with jobs and financial security. We will build a community diverse in its employment opportunities and create beneficial partnerships that attract and support local, regional and global innovators and entrepreneurs.

Status Definitions

-  **Complete:** Milestone is done
-  **On Target:**
Milestone is ongoing or is completed annually
Milestone is in progress or not yet started and is on target to be completed by target end date
-  **Caution:**
Milestone is delayed by 1 quarter
Milestone is in progress or not yet started and may not be completed by target end date
-  **Below Plan:** Milestone is delayed by 2 quarters or more
-  **Not Defined:** Status has not been assigned

Growing our Economy - Results



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Diverse and resilient economy	<ul style="list-style-type: none"> Work with partners to develop a community economic strategy 	<ul style="list-style-type: none"> Community Economic Roadmap – new (CMO) 	<ul style="list-style-type: none"> Finalize the roadmap 	12/31/15		
			<ul style="list-style-type: none"> Convene a leadership team to be responsible for overseeing implementation 	3/31/16		
			<ul style="list-style-type: none"> Convene action teams to lead work on each of the five priorities in the Roadmap 	6/30/16		
			<ul style="list-style-type: none"> Establish a mechanism for organizations to report on progress 	12/31/16		
			<ul style="list-style-type: none"> Report out annually on progress towards implementation 	12/31/19	Report to SPPC on March 26 reports changes to approach for Economic Roadmap through a shift to natural leaders and partners for specific responsibilities.	
	<ul style="list-style-type: none"> Partner with the London Community Foundation on the "Back to the River Project" 	<ul style="list-style-type: none"> London Community Foundation's "Back to the River Project" (Planning) 	<ul style="list-style-type: none"> Launch International Design Competition 	6/30/15	Design competition completed with London Community Foundation leadership.	
			<ul style="list-style-type: none"> Select Winning Entry 	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council.	
			<ul style="list-style-type: none"> Confirm initial Project to undertake 	6/30/16	Forks of the Thames shoreline work, plaza, "ribbon bridge" lookout, etc. established in 2016-19 Multi-Year Budget Strategic Investment Business Case #18.	
			<ul style="list-style-type: none"> Begin Environmental Assessment 	3/31/17	Consultant hired to begin One River EA.	
			<ul style="list-style-type: none"> Complete Environmental Assessment 	6/30/18	Phase I of the EA completed and now beginning Phase II of the EA. Working on Forks design.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Complete Detail Design of initial Project 	6/30/19		
		<ul style="list-style-type: none"> London's Downtown Plan (Planning) 	<ul style="list-style-type: none"> Launch London Community Foundation "Back to the River Project" 	6/30/15	Design competition completed with London Community Foundation leadership.	
			<ul style="list-style-type: none"> Evaluate emerging opportunities to advance Transformational Projects #3 in this Plan which supports this strategy and implement as resources allow 	12/31/19		
		<ul style="list-style-type: none"> Thames Valley Corridor Plan (Planning) 	<ul style="list-style-type: none"> Incorporate Thames Valley Corridor Plan recommendations into the design of initial "Back to the River" Project 	12/31/15	Design of Back to the River Project selected through design competition is consistent with the Thames Valley Corridor Plan.	
	<ul style="list-style-type: none"> Buy and service industrial land to bring more jobs to London 	<ul style="list-style-type: none"> Industrial Land Development Strategy (DCS) 	<ul style="list-style-type: none"> Align reporting of results with Community Economic Development Roadmap 	3/31/16	Sold over 107 acres of city industrial land in 2017 for new and expanding businesses.	
			<ul style="list-style-type: none"> Prepare large and small block implementation plans and update land acquisition strategy 	12/31/19	Ongoing	The end date has been changed from December 2017 because this milestone is ongoing.
			<ul style="list-style-type: none"> Have at least one large block "shovel ready" parcel available for sale 	12/31/19	Ongoing	The end date has been changed from December 2017 because this milestone is ongoing.
			<ul style="list-style-type: none"> Update land acquisition strategy based on sales performance and remaining inventory 	6/30/18	Ongoing	
			<ul style="list-style-type: none"> Update Industrial Land Development Strategy based on economic and financial performance 	6/30/19	Ongoing	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Various Community Improvement Plans (Planning) 	<ul style="list-style-type: none"> ✓ Complete Community Improvement Plan Programs Review 	12/31/16	On May 2, 2017 Council adopted the results of the completed Community Improvement Plan Programs Review.	
		<ul style="list-style-type: none"> The London Plan (City Structure Plan, Growth Management, and Industrial Place Type) - draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release City Structure Plan, Growth Management, and Industrial Place Type policies for comments. Undertake second round of public engagement seeking comments 	6/30/15	Second draft of policies completed and public engagement program completed.	
			<ul style="list-style-type: none"> ✓ Release final London Plan Industrial Place Type policies and hold public meeting at Planning Committee 	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<ul style="list-style-type: none"> ✓ Target approval of the London Plan by Province 	10/20/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			<ul style="list-style-type: none"> ↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
	— Support small businesses by improving City processes	— Streamlined Approval Processes (DCS / Planning)	↑ Continue to monitor processing times required to complete applications for amendments to the Zoning By-law/Official Plan.	12/31/19	Currently reviewing Site Plan process and Urban Design Service review.	
		— Service London Business (NCFS /DCS / Planning / F&CS)	✓ Develop additional Starter Guides and Consolidated Applications Packages	9/30/16	Additional Business Starter Guides have been created in 2016 / 2017, including Building 101 and an updated Restaurant guide.	
			✓ Launch Business Hub in City Hall lobby	12/31/19	The Service London Business Hub on the first floor of City Hall opened for business earlier this year.	
		— Community Economic Roadmap - new (CMO)	✓ Investigate the need for a business concierge program for small businesses in relation to the City of London regulatory environment	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Support the work of the Entrepreneurship Support Network and the Road Map partners who will explore the development of a communications strategy that promotes awareness of available support services and programs available to small business owners	12/31/18	The Entrepreneurship 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.	
			 Identify process efficiencies through a Lean Six Sigma Program	12/31/19	<p>The Strategic and Operational Management Team has endorsed a two year Lean Six Sigma Road Map. Our areas of focus include:</p> <p>People: Building Lean capacity, Recognition of good work, Employee development and succession plans for Green Belts. White Belt training (An introductory to Lean) has been developed and facilitated to both SMT and OMT. Training to the corporation will be completed each quarter and as requested by Service Areas, a target of 100 employees has been set for 2018.</p> <p>Processes: Continually improving Service Area processes using municipal best practices, Developing standard work to sustain process improvement, Establishing KPI's and Build accountability for our people and processes.</p> <p>Customers: Evaluate and improve opportunities from our customers, Collaboration and responsiveness to the Voice of the Customer - Service London.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London	Community Economic Roadmap – new (CMO)	 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.	12/31/19	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.	
 Work with the Economic Partnership Advisory Panel to develop and deliver a community wide Economic Road Map Update			12/31/16			
 Partner with the London Economic Development Corporation and Downtown London to establish a pilot Fibre Optic Connection Grant Program			12/31/17	The Last Mile/Fibre Optic Connection 2 year Grant program is now complete. On April 19th, Council resolved that the remaining funds from the original Fibre Optic Connection Grant Pilot Program BE RETAINED for future Smart City initiatives, as requested by the program funding partners.		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Explore new partnership opportunities with municipally funded economic development and community development organizations</p>	12/31/19	<p>In collaboration with the community and key stakeholders, Tourism London led the successful bid process for the 2019 Juno Awards. The 2019 Juno's, honouring Canadian music achievements, will be hosted in London on March 16-17, 2019. In addition, Tourism London in partnership with Western University and community stakeholders will be hosting on August 2-5, 2018 the 2018 Ontario Summer Games. 3,500 athletes and their families will be in attendance. The Hockey Canada Foundation Golf & Gala event will be hosted in London on June 18-19 and the Order of Hockey and induction into the Hockey Canada Hall of Fame will be awarded to Mike Babcock, coach of the Toronto Maple Leafs, Ryan Smith, former NHL star and Danielle Goyette, legendary women's hockey player and Team Canada Olympic gold medalist. The gala dinner will be televised on TSN and an expected attendance of over 1,200 people. In December, London will host the 2018 World Sledge Hockey Challenge. Gold medal game to be televised nationally.</p>	
			<p>↑ Partner with Tourism London and the London Arts Council to assist with the implementation of the Music Strategy</p>	12/31/19	<p>The City, Tourism London and the London Arts Council are working in collaboration to support the implementation of the Music Strategy.</p>	
			<p>✓ London Convention Centre will undertake a comprehensive marketing and sales strategy to attract new associations and organizations to meet in London</p>	12/31/17	<p>The undertaking of a comprehensive marketing and sales strategy has resulted in a total of 306 events being hosted by the London Convention Centre in 2017, which generated \$17.8 million in economic impact for London.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ London Convention Centre will continue to provide strong operational management driving an annual surplus while being more open to attract new revenue through naming rights, increasing revenue for future capital needs and new initiatives</p>	12/31/19	London Convention Centre concluded 2017 with an operational surplus of \$81,422, which with Council approval will be transferred to the London Convention Centre Capital Reserve held by the City of London.	
			<p>✓ London Convention Centre will systematically define and implement the Guest Experience and Associate Experience Strategy to engage and delight guests</p>	3/31/18	The implementation of the Guest Experience and Associate Experience Strategy has resulted in the 2017 London Convention Centre Guest satisfaction rating improving to 2.45%.	
	<p>— Promote culture as a key part of economic growth and quality of life</p>	<p>— Cultural Prosperity Plan (CMO)</p>	<p>✓ Provide a written submission approved by Council based on London's Cultural Prosperity Plan to the Ministry of Tourism, Culture and Sport (MTCS) to be received as input for the Ontario Cultural Strategy Consultation</p>	12/31/15		
			<p>↑ Establish Culture/Entertainment Districts and their purpose and potential locations in the City of London. A Study Terms of Reference was approved by Council in October 2015 and Phase 1 report on the study of regulatory matters that optimize the staging of events was provided in March 2016. Strategy will be reported on after Canadian Country Music Week has taken place in London in September and has been evaluated</p>	12/31/19	The 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 a hearing has been scheduled for May 2018.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Expand existing investment mechanisms for Culture. Community Arts Investment Program funding has been directed to accomplish specific outcomes of: a development acceleration stream of 6 arts organizations, orchestral music, poet laureate, and London Arts Live displays of culture by individual artists. The Grand Theatre receives multi-year granting as a primary economic generator for culture in London</p> <p>✓</p>	12/31/16		
			<p>Place Cultural Profile Mapping currently on the City's GIS onto City Map. Link the City Map to the Community Culture Website and receive crowd source data back from this Culture Website and other sources on an ongoing basis to maintain currency. Access to data mapping analysis tools related to cultural mapping and include London Public Library mapping with culture mapping</p> <p>✓</p>	12/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Review the ongoing activities, track and report on the progress of the Cultural Prosperity Plan. This will require the receipt of annual reports from funded cultural organizations</p>	3/31/18		<p>Ongoing activities on the progress of the Plan are being reviewed and annual reports are being received from partner organizations. London's Cultural Prosperity Plan Check-in Report currently being developed for Council in Q3 2018 highlights the ongoing work of: the Culture Office and our partner organizations (the London Arts Council, the London Heritage Council, Eldon House, Museum London, the London Public Library, Tourism London and others).</p>
			<p>Continue to support the London Artist in Residence (LAIR) program of the London Arts Council, which funds London-based artists to work in classrooms to collaboratively develop and deliver in-depth, integrated arts-infused projects with teachers in the Thames Valley District and London District Catholic School Boards</p>	12/31/19	<p>The City continues to support the London Artist in Residence (LAIR) program of the London Arts Council, which funds London-based artists to work in classrooms to collaboratively develop and deliver in-depth, integrated arts-infused projects with teachers in the Thames Valley District and London District Catholic School Boards. LAIR has become a key job creation program for artists in London. In 2017, LAIR funded 13 London-based artists to develop and deliver art infused projects in 100 classrooms across 32 different schools, reaching approximately 2775 students.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Participate on the Action Team of An Exceptional Downtown and Vibrant Urban Environment Priority of the Community Economic Roadmap. Tie this work back to the implementation of the Cultural Prosperity Plan</p>	12/31/19	The Planning Division has produced seven State of the Downtown reports in the past and the Action Team participated with Planning to increase the number of performance measures specifically related to Culture for the 2015 Report. The London Music Hall reopened in 2013 after major renovations. In 2015, the venue held approximately 145 music-related events, 60 non-music events, and 15 corporate events. An estimated 135,000 attendees visited the venue in 2015. In 2014, 1.4 million people visited Covent Garden Market, with this figure increasing to 1.5 million visitors in 2015. Budweiser Gardens 9,046 seat entertainment centre attracted approximately 670,000 people each year.	
		<p>— London Music Strategy (CMO)</p>	<p>✓ Recruit the London Music Industry Development Officer and establish the governance steering committee with the lead partners of: Tourism London, the London Arts Council and the City of London Culture Office</p>	12/31/15		
			<p>✓ Develop the London Music Strategy Implementation Plan</p>	3/31/16		
			<p>✓ Establish music industry engagement mechanisms including music task forces, the London Music Committee and community education and networking opportunities</p>	6/30/16	A Business Of Music Committee and 4 Task Teams which feed into the Committee (musicians, education and incubation, events and venues, business development) has been created. Music Talks events take place throughout the year.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Assist Tourism London with the implementation of the Canadian Country Music Week and Awards September 8 - 11 2016 	9/30/16	<p>Country Music Week 2016 Successes: • \$8.4 million in economic activity to the Province of Ontario. • 18,500 individuals attended one or more event. • Over 4,900 people from outside London travelled to the city. • Over 7,800 attendees filled Budweiser Gardens for the culmination of Country Music Week, the 2016 Canadian Country Music Association Awards Show with tickets selling out within minutes of going on sale.</p> <p>The Music Officer supported Country Music Week through a number of initiatives: • Free workshop for London Artists performing during Country Music Week • Country Music Week Unofficial Kick-off show at Cowboys • Co-host of promotional campaign with MDM Recordings, Country 104 and BX93 and assisted in promoting MDM Recording Contest Event (secured 3 local artists' spots at the private industry party during Country Music Week) • Hosted 3 local artist showcases at Blake's (Delta Double Tree Hilton) featuring 15 artists</p>	
			<ul style="list-style-type: none"> ✓ Initiate the development of a music sector inventory of existing assets in the London community which can be connected to the City's GIS 	2/28/17	<p>Music Census located at www.londonmusicoffice.com</p>	
			<ul style="list-style-type: none"> ✓ Partner with the London Youth Advisory Council (LYAC) to establish an ongoing Youth Music Engagement Program 	6/30/17		
			<ul style="list-style-type: none"> ✓ Establish ongoing music programming opportunities for local talent to be part of Canada 150 Celebration in 2017 	12/31/17	<p>SesquiFest programming included: "Talbot Street Takeover", "Best of Ontario Day", "Canada Day 150", and "Centennial '67 Day".</p>	
			<ul style="list-style-type: none"> ✓ Evaluate the potential of an ongoing position for the London Music Development Officer 	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Recognize the London Music Strategy as a key part of the implementation of London's Cultural Prosperity Plan</p>	12/31/19	London's Cultural Prosperity Plan Report currently being developed includes the London Music Strategy as part of the success in the Arts Sector. The London Music Strategy supports the Plan by strengthening the economic growth of culture in our city, supporting cultural programming, leveraging London's cultural assets, and celebrating and promoting culture.	
		<p>— The London Plan (Culturally Rich & Diverse City) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
			<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Council adopted London Plan on June 23, 2016.	
			<p>✓ Target approval of the London Plan by Province</p>	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
Urban regeneration	Invest in London's downtown as the heart of our city	London's Downtown Plan (Planning)	✓ Adopt London's Downtown Plan	6/30/15	Downtown Plan adopted by Council on April 14, 2015.	
			↑ Implement Medium & Small Scale Projects	12/31/19		
		Dundas Flexible Street (EES / Planning)	✓ Complete Scoping Study	12/31/15	Scoping study completed and established as the foundation for the EA process.	
			✓ Undertake Environmental Assessment to determine infrastructure requirements	12/31/16	The Dundas Place Environmental Study Report was completed in January 2017 and received no Part II requests.	
			✓ Complete detailed design	12/31/17	Design project completed, Q4, 2017.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Undertake phased construction of improvements 	12/31/19	Phase I construction to start April, 2018.	
		<ul style="list-style-type: none"> Forks of the Thames Re-development (EES / Planning) 	<ul style="list-style-type: none"> Launch London Community Foundation "Back to the River Project" 	6/30/15	Design competition completed with London Community Foundation leadership.	
		<ul style="list-style-type: none"> London Community Foundation's "Back to the River Project" (EES / Planning) 	<ul style="list-style-type: none"> Launch International Design Competition 	6/30/15	Design competition completed with London Community Foundation leadership.	
			<ul style="list-style-type: none"> Select Winning Entry 	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council.	
			<ul style="list-style-type: none"> Confirm initial Project to undertake 	6/30/16	Forks of the Thames shoreline work, plaza, "ribbon bridge" lookout, etc. established in 2016-19 Multi-Year Budget Strategic Investment Business Case #18.	
			<ul style="list-style-type: none"> Begin Environmental Assessment 	3/31/17	Consultant hired to begin One River EA.	
			<ul style="list-style-type: none"> Complete Environmental Assessment 	6/30/18	Phase I of the EA completed and now beginning Phase II of the EA. Working on Forks design.	
			<ul style="list-style-type: none"> Complete Detail Design of initial Project 	6/30/19		
		<ul style="list-style-type: none"> Alleyway Program (Planning) 	<ul style="list-style-type: none"> Adopt Terms of Reference for Alleyway Program 	3/31/19		
		<ul style="list-style-type: none"> Various infrastructure upgrades (EES) 	<ul style="list-style-type: none"> Award Core Area Servicing Studies that will determine the type and cost of municipal service improvements to support more people and businesses downtown in the future 	6/30/16	The Core Area Servicing Studies were awarded in June 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Develop preliminary project lists based on 2014 information	9/30/17	Preliminary water, wastewater and stormwater growth-related infrastructure projects have been identified in the Core Area.	
			↑ Integrate downtown servicing costs and schedules into Development Charges Master Plans	12/31/18	The final Core Area Servicing Studies report was received by Council on January 30, 2018 and the associated funding approach for growth infrastructure supporting intensification was endorsed for use in the 2019 Development Charges Background Study.	
		— Downtown management organization – new (Planning)	✓ Adopt Terms of Reference for an appropriate management entity for Dundas Place	12/31/17	Project completed Q4, 2017. Terms of Reference for Management structure approved.	
	— Create new partnerships to build, and support the building of, new affordable housing	— Housing Development Corporation Strategy (HSSDH)	✓ Establish the Housing Development Corporation, London	12/31/15		
			✓ Establish a new procurement and application process for development ventures, partnerships, and new projects in affordable housing	6/30/16		
			✓ Establish the governance structure, policies, and Board recruitment for citizen board over Housing Development Corporation	6/30/16	HDC policies complete. Board recruitment finalized. First public HDC Board to start December 1, 2016. Related City Shareholder Declaration in progress to be completed by Dec 2016.	
			✓ Continue Housing Development Corporation operations in housing development	3/31/17	Completed the identification, approval and initiation of 2 additional 2016 affordable housing projects in second half of 2016 for a total of 161 new units of affordable housing in 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Regenerating Public Housing Plan (HSSDH)	 Establish formal partnership team for regeneration of public housing (City, London Middlesex Housing Corporation, and Housing Development Corporation) with proposals for key elements of regeneration plan	9/30/17	A formal partnership team for regeneration of public housing has been formed that includes the City of London Housing Division, London Middlesex Housing Corporation and the Housing Development Corporation and have been meeting on a regular basis. The regeneration team is in the process of establishing a formal partnership team through a multi-party agreement to anchor the roles and governance of the project. The multi-party agreement is expected to be completed by Q3 2018.	
			 Secure contract for tenant support strategy to facilitate tenant engagement in regeneration and mitigate impacts to residents	6/30/18		It is recommended that the timelines be adjusted to June 30, 2019 to allow for additional time to align efforts with London Middlesex Housing Corporation's larger strategic plan for tenant engagement. Focus includes researching best practice approaches/alternatives (which might not involve consultants), engaging other City Service Areas with Community Development/Engagement expertise and developing Community demographic profiles.
			 Secure contract for regeneration related project development: 1. Overall Strategic Plan and 2. Site specific regeneration plan for initial priority sites	9/30/18	The regeneration project team has been meeting on a regular basis to develop the Regeneration Strategic plan.	
			 Initiate redevelopment activities. These will be subject to plans at priority sites with land studies, building plans, and related budget requirements	6/30/19	The regeneration project team has been meeting on a regular basis to develop the Regeneration Strategic plan.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
-----------------------------	--------------------	----------------------	------------	--------------------	---------------------------	--------------------

Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects	Various Community Improvement Plans (Planning)	✓ Start Hamilton Road Area Community Improvement Plan	6/30/16	Project launched in August of 2016.	
		✓ Start Lambeth Community Improvement Plan	6/30/16	Project launched in August of 2016.	
		✓ Complete Hamilton Road Area Community Improvement Plan	1/1/18	CIP completed and recommended for adoption at PEC on March 19, 2018. CIP provides basis for streetscape improvement projects and introduction of new incentive programs for local businesses.	
		↑ Complete Lambeth Community Improvement Plan	12/31/18		
		✓ Complete Community Improvement Plan Programs Review	12/31/16	On May 2, 2017 Council adopted the results of the completed Community Improvement Plan Programs Review.	
	The London Plan (Urban Regeneration) - draft (Planning)	✓ Prepare second draft of London Plan and release policies for comments, noting these policies were incorporated throughout the second draft of the Plan rather than in a separate Urban Regeneration chapter. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan June 23, 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities	Various Community Improvement Plans (Planning)	✓ Start Hamilton Road Area Community Improvement Plan	6/30/16	Project launched in August of 2016.	
			✓ Start Lambeth Community Improvement Plan	6/30/16	Project launched in August of 2016.	
			✓ Complete Community Improvement Plan Programs Review	12/31/16	On May 2, 2017 Council adopted the results of the completed Community Improvement Plan Programs Review.	
		The London Plan (Urban Regeneration) – draft (Planning)	✓ Prepare second draft of London Plan and release Urban Regeneration policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan June 23, 2016.	
Local, regional and global innovation	Use new and emerging technology to improve quality of life and grow London's economy	Smart Cities Strategy (F&CS / Planning)	✓ Form City of London working group with representation from various internal departments and external agencies (London Hydro, London Economic Development Corporation and Larg*net)	9/30/15	Joint working group was established and has been working through the RFQ and RFP processes.	
			✓ Form internal City of London working group with representation from departments who will be participating	9/30/15	Internal working group was established and has been working through the RFQ and RFP processes.	
			✓ Develop City of London internal working group to develop and distribute Request for Qualifications (RFQUAL)	3/31/16	Request for qualifications circulated Q2, 2016 and ten responses received.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Select and notify qualified respondents from RFQUAL process for Request for Proposals short-list	6/30/16	Consultants selected.	
			✓ Select proponent to undertake preparation of strategy	6/30/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
			✓ Complete public engagement for the preparation of the strategy	2/28/17	Completed robust public engagement process offering the public the opportunity to provide ideas and input for the Smart City Strategy. The results from this engagement are being used in the separate Smart City Challenge initiative.	
			✓ Develop and disseminate Request for Proposals to successful vendors from RFQUAL process	9/30/16	Request for proposal prepared and disseminated based on the successful candidates from the RFQUAL process.	
			■ Complete Smart Cities Strategy	12/31/17	Draft of Phase 1 and Phase 2 reports completed by the Consultant and reviewed by the Steering Committee. Changes are required.	The lead for this project is no longer with the City. Resource constraints have led to delays. It is anticipated that the Phase 1 and Phase 2 reports will be submitted to Council in Q3 2018. However, the results from the Phase 1 and Phase 2 engagement program are being used in the Smart City Challenge being undertaken in early 2018.
			■ Work with successful vendor on the development and completion of implementation plan for Smart Cities Strategy	12/31/17	A substantial amount of work has been completed on Phase 1 and Phase 2 of the Smart City Strategy. This work will form the basis of for the Phase 3 Implementation Plan.	The lead for this project is no longer with the City. Resource constraints have led to delays. It is anticipated that the draft Phase 3 report will be submitted to Council by Q4, 2018

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Develop business case for consideration by Council for funding and implementation of strategy	9/30/18		Due to resource constraints, this project has been delayed. Any budget requirements will be considered during the next Multi-year Budget (Q4, 2019)
			 Evaluate, select and notify successful proponent from Request for Proposals process	12/31/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
		 Fibre Optic – Last Mile Program (F&CS / Planning)	 Report on mid-point status of 2-year pilot program	6/30/16	Report was submitted to Council to provide two year status update. Eligible area was expanded through update process.	
		 The London Plan (Smart City) – draft	 Prepare second draft of London Plan and release Smart City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Municipal best practices (CMO)	 Review how other municipalities use technology to report on Strategic Planning and Performance Measurements	12/31/15		
			 Include investigating municipal best practices for use of new and emerging technology in Senior Leadership Team Performance Plans	12/31/19		
			 Participate in Municipal Groups such as Ontario Municipal Benchmarking Initiative, the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Review new and emerging technology with the Senior Leadership Team annually</p>	12/31/19		
	<p>— Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy</p>	<p>— Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro (CMO)</p>	<p>↑ Covent Garden Market will improve energy efficiency by replacing older HVAC units and re-lamping LED fixtures with improved lamps</p>	9/30/19	<p>Covent Garden Market continues to improve energy efficiency by replacing older HVAC units and replacing lighting fixtures. As of the end of Q1 2018, all of the lighting fixtures have been replaced. The energy project is on track, and it is expected to be completed by the end of September 2019.</p>	
			<p>↑ Covent Garden Market will work with London Hydro to take advantage of rebates to reduce capital renewal costs</p>	12/31/19	<p>The implementation of the above projects came in on, or below budget. Project costs would have been approximately 12% higher, if not for the rebate programs available through London Hydro.</p>	
			<p>↑ Covent Garden Market will support small businesses by leasing to only owner-operated tenants</p>	12/31/19	<p>Covent Garden Market continues to support small businesses by leasing to only owner-operated tenants</p>	
			<p>✓ London Hydro will work with major industrial institutional and commercial customers to develop customized energy management systems to improve operational efficiencies and conservation</p>	12/31/17	<p>London Hydro has continued to work with large commercial and industrial customers. London Hydro hosted events with large users outlining opportunities with Global Adjustment Class A and Class B rates, has continued to offer tools to help manage electricity bills, such as the IDC (Interval Data Centre) program, has been a leader with the Green Button Platform, and has provided CDM incentives.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ London Hydro will expand the green fleet purchasing program for electric and hybrid vehicles</p>	12/31/17	London Hydro expanded its Green Fleet purchases in 2017. London Hydro now has Hybrid, Electric and PHEV vehicles in its fleet. Electric vehicles and other green fleet initiatives will be considered where appropriate in the future.	
			<p>↑ London Hydro will complete the Nelson transformer station and other London Hydro infrastructure upgrades in support of the London Plan intensification targets and coordinated with City infrastructure renewals</p>	12/31/19	Nelson transformer and downtown infrastructure upgrades are ongoing. Currently, work is underway regarding the joint initiative with the City on the Dundas Place project.	
		<p>— Community Energy Action Plan (EES)</p>	<p>↑ Provide annual updates on the Community Energy Action Plan which was approved by Council with 60 Actions between 2014 and 2018; 40 actions (2014 to 2015) and 16 actions (2016 to 2018)</p>	12/31/18		
		<p>— London Waste to Resources Innovation Centre (EES)</p>	<p>✓ Phase 1: Approve Concept of London Waste to Resources Innovation Centre</p>	3/31/15	Report submitted to Civic Works Committee on February 3, 2015. Concept launched and one Memorandum of Understanding with Green Shields Energy (GSE).	
			<p>✓ Phase 2: Update on the Concept of London Waste to Resources Innovation Centre project</p>	6/30/16		
			<p>✓ Phase 3: Submit to Committee/Council</p>	3/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p> Phase 3: Undertake stakeholder engagement and prepare a Draft Business Case for a Centre including implementation scope, framework, costs, and risks</p>	3/31/18	Two more Memorandums of Understanding approved by Municipal Council in February 2018 with the Canadian Plastics Industry Association and Resource Energy Development of Canada Ltd. Further discussions and/or funding submissions occurring with several businesses, academic funding institutions and the Ministry of the Environment & Climate Change.	Results of Western Ontario's funding submissions to the Ontario Research Foundation and NSERC are unknown. This Phase of work will be delayed pending these results and further business and academic engagement. Revise date to 12/31/18.
			<p> Phase 4: Implement approved strategy</p>	3/31/18		Revise date to 12/31/18.
		<p> International Water Centre of Excellence (EES)</p>	<p> Engage partners in a discussion on expanding research opportunities beyond the Greenway Water Demonstration Facility</p>	6/30/16	Discussions have started on expanding the City role in supporting water industry research. These involve the local university, local industry and a consortium based in Southern Ontario.	
			<p> Prepare modifications to the Business and Operating Plan for consideration by the Municipal Council</p>	6/30/18	Working with academic and industry stakeholders a new model has been developed to facilitate research and development at City infrastructure facilities. This model will allow research that conforms to a series of governing principles to use City infrastructure for research and development purposes.	
			<p> Prepare Corporate By-law changes to constitute the new Business Plan</p>	12/31/17	Working with academic and industry stakeholders a new model has been developed to facilitate research and development at City infrastructure facilities. This model will allow research that conforms to a series of governing principles to use City infrastructure for research and development purposes.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Strategic, collaborative partnerships	<ul style="list-style-type: none"> Work better together for economic growth: Western Fair District, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders 	<ul style="list-style-type: none"> Community Economic Roadmap - new (CMO) 	<ul style="list-style-type: none"> Work in collaboration with our community partners to develop London's Community Economic Roadmap 	12/31/15		
			<ul style="list-style-type: none"> Explore partnership opportunities with various community stakeholders and organizations 	12/31/19		
			<ul style="list-style-type: none"> Work with area municipalities to define opportunities to collaborate around regionally significant economic development initiatives that advance the competitiveness of London and Area 	12/31/19	The City of London continues to have a leading role with the Mayors of Southwest Ontario (MOSO) caucus, which includes the mayors of 11 urban municipalities across the region, to share information and identify key advocacy priorities of shared concern across Southwest Ontario.	
		<ul style="list-style-type: none"> Various Community Improvement Plans (Planning) 	<ul style="list-style-type: none"> Complete Community Improvement Plan Programs Review 	12/31/16	On May 2, 2017 Council adopted the results of the completed Community Improvement Plan Programs Review.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Western Fair District Strategic Plan 2011-2018 (CMO)	<ul style="list-style-type: none"> Continue to invest in infrastructure improvements in the District Create a vibrant entertainment district in the City of London Create unique cultural and recreational experiences in the City of London Support development of the agriculture industry and promote its value to the urban community Established Trackside Music Festival Partnership Launched the London Dairy Congress to promote innovation in the dairy industry 	<ul style="list-style-type: none"> 12/31/19 12/31/19 12/31/19 12/31/19 9/30/16 9/30/16 	<ul style="list-style-type: none"> WFA's partnership with "Growing Chefs" - School Education Project, being a host site for Fanshawe College's Agri - Business Program and most recently taking on ownership of a popular farmers market all support this goal 	
		Western Fair / City 4pad Joint Venture and Queen's Park Master Plan (CMO)	<ul style="list-style-type: none"> Complete Garden Terrace 	<ul style="list-style-type: none"> 9/30/16 		
	Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness	London Economic Development Corporation's Industry Focus Areas: Food Processing, Life Sciences, Manufacturing, Digital Creative (CMO)	<ul style="list-style-type: none"> Implement London Economic Development Corporation's Strategic Plan which highlights several initiatives to raise London's profile internationally 	<ul style="list-style-type: none"> 12/31/18 	<ul style="list-style-type: none"> In 2017, LEDC formed a new partnership with Windsor Essex Economic Development Commission to set up a regional technology development site for the Autonomous Vehicles Innovation Network. LEDC continues to collaborate with other municipalities in regional initiatives such as Ontario Food Cluster, Ontario Manufacturing Communities Alliance and the Consider Canada City Alliance. 	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> Partner to develop strategic economic opportunities and research and development with the education sector including universities (Western, Brescia, Kings, Huron) and Fanshawe College 	<ul style="list-style-type: none"> Community Economic Roadmap - new (CMO) 	<ul style="list-style-type: none"> Act in a supporting role to the Entrepreneurship Support Network who will facilitate and connect the network of sector-based incubation and entrepreneurial development resources across the city 	12/31/19		<p>This milestone end date has been changed from December 2017 because this milestone is ongoing.</p>
			<ul style="list-style-type: none"> Engage senior levels of leadership at Western University, Fanshawe Collage, and London Health Sciences to set the vision for entrepreneurship and innovation in London 	12/31/18		
			<ul style="list-style-type: none"> Explore partnership opportunities with the Education Sector 	12/31/19	Economic Partnerships is partnering with Western University's Department of Geography on an initiative to support students gain practical experience with solving industry problems. Students work on economic development issues being tackled in London as part of their course curriculum and share research findings with the City.	
			<ul style="list-style-type: none"> Support the work of the London Medical Network 	12/31/19		
	<ul style="list-style-type: none"> Work with key partners to support the health and medical sectors 	<ul style="list-style-type: none"> London Medical Innovation and Commercialization Network (CMO) 	<ul style="list-style-type: none"> Develop an Action Team that will be tasked with implementing a "national centre of excellence for medical innovation and commercialization", (Economic Priority of the Roadmap) 	3/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Support the Implementation of the London Medical Network Strategic Plan</p> <p>↑ Support the work of the London Medical Network who will identify new opportunities for strategic partnering with other organizations and institutions that focus on key priority areas that support collaboration and networking</p> <p>↑ Support the work of the London Medical Network who will work with our institutional partners to promote partnership opportunities between WORLDiscoveries, TechAlliance, London Economic Development Corporation, and local Angel Networks that support entrepreneurs, start-ups and existing businesses</p>	<p>12/31/19</p> <p>12/31/19</p> <p>12/31/19</p>		
Diverse employment opportunities	<p>— Improve workforce recruitment, development, and retention by working with local and regional partners</p>	<p>— London Economic Development Corporation Workforce Development (CMO)</p>	<p>↑ Implement the Economic Road Map Priority "A top quality workforce"</p>	12/31/19	LEDC has launched new partnerships with Fanshawe and IVEY to help London companies develop better H.R capacities. Eg. In 2017, over 50 companies attended the Momentum Series seminars, delivered in partnership with Fanshawe College. The London and Area Works initiative received a major award by the Economic Developers Association of Ontario.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers	Ontario Works Service Plan (HSSDH)	 Coordinate with lead community partners for broadened implementation and enhanced coordination of Bridges- Circles	12/31/16	Additional partners were secured for the development of additional Circles.	
			 Review Ontario Works Employment Assistance Framework & develop next Request for Proposals for service delivery	12/31/18		
			 Develop & utilize partnership between Employment & Training sector and City's Transportation Demand to work collaboratively with employers to address transportation issues in areas not served by London Transit Commission	12/31/19		
			 Implement activities identified through Community Employment Assistance Strategic Advisory Group	12/31/19		
		Community Economic Roadmap - new (CMO)	 Convene an action team related to workforce recruitment and development	6/30/16		
			 Review the objectives established in the Roadmap related to workforce development	6/30/16		
			 Identify gaps related to workforce development and identify partners willing to take lead on each item	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Review ongoing activities and programs related to workforce development 	9/30/16		
			<ul style="list-style-type: none"> ↑ Report on progress on workforce development annually, as part of the annual Road Map progress report 	12/31/19		
	<ul style="list-style-type: none"> — Remove barriers to employment through the expansion of the City of London Internship Program 	<ul style="list-style-type: none"> — City of London Internship Program (to include foreign trained professionals) (HR&CS) 	<ul style="list-style-type: none"> ✓ Expand existing City of London Internship Program to include program specifically targeting Foreign Trained Professionals 	12/31/16	Internship Program expanded to include foreign trained professionals.	
	<ul style="list-style-type: none"> — Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce 	<ul style="list-style-type: none"> — Immigration Strategy - new (HSSDH) 	<ul style="list-style-type: none"> ✓ Research and develop approach to immigration strategy 	9/30/16	Steering Committee has been struck and the London Immigration Strategy is under development.	
			<ul style="list-style-type: none"> ✓ Hold Internal and Community Consultations to determine objectives and goals of immigration strategy 	3/31/18		
			<ul style="list-style-type: none"> ■ Obtain plan endorsement from Council and community 	3/31/18		London Immigration Strategy Steering Committee required additional time to develop the strategy which will be presented to Council at end of May 2018.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Develop Implementation plan including mechanisms for engagement 	3/31/18		<p>A detailed implementation plan must be developed in collaboration with all stakeholders to assess leads, detailed activities, and budgetary requirements and to ensure the coordination of the London Immigration Strategy with other City and community initiatives. It is recommended that a detailed Implementation Plan together with mechanisms for engagement be developed in collaboration with key stakeholders after the endorsement of the London Immigration Strategy and its recommendations, and that the timeline be adjusted to December 31, 2018.</p>
			<ul style="list-style-type: none"> Provide an update to key stakeholders and Council 	9/30/18		<p>Given the recommendation that the creation of the detailed Implementation Plan be delayed until December 31, 2018 (refer to milestone above: Develop Implementation Plan including mechanisms for engagement), the update to key stakeholders and Council will be delayed. It is recommended that an update to key stakeholders and Council take place one year after the finalization of the implementation plan in December 2018, and that the milestone date be moved to March 31, 2020.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Evaluate progress of strategy and implementation plan 	9/30/19		<p>It is recommended that an evaluation of the progress of London Immigration Strategy and its implementation plan be delayed until December 31, 2019 to be included in the update to key stakeholders and Council by March 31, 2020.</p> <p>It will be too soon after the creation of the Implementation Plan to fully measure the progress of the London Immigration Strategy.</p>
		<ul style="list-style-type: none"> London Middlesex Local Immigration Partnership (HSSDH) 	<ul style="list-style-type: none"> Implement actions identified in Immigrants & the Labour Market: A London Perspective". 	12/31/19		
	<ul style="list-style-type: none"> Attract and retain young talent 	<ul style="list-style-type: none"> Community Economic Roadmap - new (CMO) 	<ul style="list-style-type: none"> Support the creation of a provincially driven local employment planning council to inventory local skills capacity against employer needs 	12/31/18		
			<ul style="list-style-type: none"> Support the London Economic Development Corporation and the Roadmap partners who will work on strengthening London's local workforce retention and attraction strategy targeting those occupations that will support employer needs, now and in the future 	12/31/18		
			<ul style="list-style-type: none"> Analysis of local labour market as a key strategy to support employment attraction and retention 	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth	12/31/19		
			 Work Integrated Learning as a key strategy to support youth attraction and retention	12/31/19		

Introduction

Leading in Public Service

We will be open, accountable and responsible to the people of London.

We will be prudent financial managers.

We will innovate where possible and adapt when necessary to deliver valued services efficiently.

Status Definitions

-  Complete: Milestone is done
-  On Target:
 - Milestone is ongoing or is completed annually
 - Milestone is in progress or not yet started and is on target to be completed by target end date
-  Caution:
 - Milestone is delayed by 1 quarter
 - Milestone is in progress or not yet started and may not be completed by target end date
-  Below Plan: Milestone is delayed by 2 quarters or more
-  Not Defined: Status has not been assigned

Leading in Public Service - Results



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Open, accountable and responsive government	— Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council	— Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media, utilize ethnic newspapers (CMO / L&CS)	✓ Establish open data working group	3/31/16		
			✓ Enhance live access to Council, Committee and Advisory Committee meetings via mobile streaming app and live YouTube channel	6/30/16	Now promote Standing Committees and Council meetings on social media.	
			✓ Create open data guidelines and evaluation criteria	12/31/16		
			✓ Review current social media usage	12/31/16		
			✓ Update current open data sets	12/31/16		
			✓ Explore centralized online surveys	12/31/17		
			✓ Explore City Hall news bureau opportunities	12/31/17		
			✓ Explore opportunities to utilize ethnic newspapers	12/31/17	A list of current publications is maintained. Opportunities are evaluated based on target audience and budget.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Increase informational videos posted on www.london.ca and YouTube	12/31/17	Significantly increased the use of videos on social media to support City initiatives and programs. Successfully supported the Blackfriars Bridge rehabilitation, the London Music Office and ongoing City services and events. 2015-2017 doubled the amount of YouTube views.	
			 Increase subscribership to Our City e-newsletter	12/31/17	Continuous work with ongoing opportunities to raise awareness and promote.	
			 Promote engagement toolkit	12/31/17		
			 Recommend social media optimization	12/31/17	Draft strategy developed. Implementation plan for 2018. 2016 to 2017 - Increased Facebook followers by approximately 10,000 and Twitter followers by over 20,000.	
			 Continue to monitor and track	12/31/19		
			 Review/monitor/evaluate social media (ongoing)	12/31/19		
			 Facilitate use of toolkit	12/31/18		
		 Communications protocol (CMO)	 Review protocol and usage practices	12/31/16		
			 Increase awareness of protocol	12/31/17	Work collaboratively with City Clerk and Service Areas. Discussed and frequently referenced by SMT and OMT.	
			 Evaluate protocol	12/31/19		
			 Monitor protocol	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Establish public engagement as a new area of focus (CMO)	✓ Determine and implement required updates	12/31/17		
			✓ Hire Manager of Public Engagement	3/31/16		
			✓ Recruit Manager of Public Engagement	12/31/15		
			✓ Review current policies and procedures	12/31/16		
			↑ Continue to monitor and track progress annually	12/31/19		
		Explore citizen experience function (CMO)	↑ Support Service London initiatives	12/31/19		
			✓ Investigate TVs/kiosks in London Public Library branches	12/31/16	Working with Library staff, in 2017 the City was allowed to provide content to display on the Library's own TV communications system near the main checkout desk. Promotional slides were used to educate the public about major initiatives and upcoming events.	
		Work with community groups (CMO)	✓ Investigate options for comments/feedback channels	12/31/17		
			✓ Investigate youth engagement potential	12/31/16		
			✓ Review Canada's London website - 11 community partners	6/30/16	Site was taken offline.	
Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications	Plain language Policy - new (CMO)	✓ Develop plain language guidelines	12/31/15			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Investigate training options	12/31/16		
			✓ Implement guidelines	12/31/17	Continuous efforts and improvements are being made to promote the use of plain language for internal and external communications.	
			↑ Evaluate/monitor guidelines	12/31/18		
			↑ Review guidelines	12/31/19		
	Improve the City of London website so people can find what they want, when they want it, and how they want it	Mobile friendly website (CMO)	✓ Work with Information Technology services to refresh site design	12/31/15		
✓ Develop new image tool/train web authors			6/30/16			
✓ Roll out new mobile friendly site			9/30/16	Launched new mobile friendly website with a refreshed layout and responsive design. Close to 40% of london.ca visitors use mobile devices and we expect that number will grow.		
✓ Enhance web author training/website			12/31/17	Work is ongoing in collaboration with Human Resources and Information Technology Services.		
✓ Evaluate site needs			12/31/17			
↑ Monitor/track for ongoing improvements			12/31/19			
Multiple language availability (CMO)			✓ Test options	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance	
			✓ Provide multiple language options on new mobile website	9/30/16	Available in over 50 languages.		
			↑ Monitor and track on an ongoing basis	12/31/19			
		Citizen dashboard (CMO)	✓ Award proponent, train users, and input data related to Strategic Plan progress	9/30/16			
			✓ Issue a Request for Proposals for a cloud-based strategy monitoring and reporting tool including a public facing dashboard feature	9/30/16			
			✓ Release Progress Report in the form of a dashboard	12/31/16			
			✓ Evaluate Strategy Monitoring and Reporting tool	6/30/17			
			↑ Report on progress towards the Strategic Plan semi-annually	12/31/19			
			Update the City's granting policy and process to non-profit organizations	Strategic Funding Framework - revised (NCFS)	✓ Develop and launch modernized London Community Grants Program	3/31/16	
		✓ Establish Community Review Panel to review and make decisions on both the multi-year (2017 to 2019) and annual (2017) granting streams			9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Allocate both multi-year and annual grants to all successful organizations	3/31/19	Below are some of the key highlights achieved in 2017 through the City's investment in the London Community Grants Program: <ul style="list-style-type: none"> • \$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 <ul style="list-style-type: none"> • 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 	
			 Launch London Community Grants Program multi-year granting stream for 2020 to 2023	3/31/19		
			 Launch London Community Grants Program annual granting stream: Innovation and Capital	6/30/19	The annual Innovation & Capital grant stream received 33 applications, with requests totaling more than \$3.8M. Through the Community Review Panel's decision making process, a total of twelve projects, seven projects in the Innovation category, and five projects in the Capital category have been supported with funding totaling \$312,000 in 2018.	
	 Explore opportunities for electoral reform	 Explore moving to a ranked ballot voting system, signage, polling, campaign finance, and donor rebates (L&CS)	 Report on legislative changes and recommendations	9/30/16	Civic Administration has reported out on legislative changes, campaign finance, signage, election signage, and donor rebates. Council has adopted ranked balloting for the 2018 Election.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Review potential changes to the Municipal Elections Act 	12/31/16	The Civic Administration has reviewed and reported out on amendments made to the Municipal Elections Act and will continue to implement changes in accordance with the legislation.	
			<ul style="list-style-type: none"> ↑ Enhance public engagement and communication leading up to the 2018 election 	12/31/18		
			<ul style="list-style-type: none"> ↑ Prepare for 2018 election 	12/31/18		
Innovative and supportive organizational practices	<ul style="list-style-type: none"> — Operate as a values based organization 	<ul style="list-style-type: none"> — Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride, and standing together (HR&CS) 	<ul style="list-style-type: none"> ✓ Develop a Values integration plan 	12/31/17	Employee and Leadership programs have been reviewed and existing values and behavioural expectations have been integrated. Shared values to be reassessed, updated and recommitted to in preparation for the next multi-year strategic plan.	
			<ul style="list-style-type: none"> ↑ Train employees 	6/30/18		
			<ul style="list-style-type: none"> ↑ Implement a Values integration plan 	12/31/18		
	<ul style="list-style-type: none"> — Use innovative and best practices in all organizational and management activities 	<ul style="list-style-type: none"> — Recruitment, retention, and succession (HR&CS) 	<ul style="list-style-type: none"> ✓ Develop a recruitment outreach strategy 	9/30/17	Recruitment outreach strategy developed that focuses on recruitment, retention, succession and onboarding of employees.	
			<ul style="list-style-type: none"> ✓ Review and update Onboarding Program 	9/30/17	Reviewed and updated onboarding process having regard for "Lean" principles and feedback from stakeholders.	
			<ul style="list-style-type: none"> ✓ Complete the final phase of the centralization of recruitment 	12/31/17	Recruitment tools and processes developed to centralize recruitment.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Learning and development (HR&CS)	Implement a Learning Management System	12/31/19		
		Performance development and Recognition (HR&CS)	Review and update Bravo Program	12/31/17	Review conducted and updates to existing program are planned for 2018.	
		Project management (EES)	Develop Project Management Program	12/31/18		
		Employee engagement and communication (HR&CS)	Launch a revised Team London	6/30/16	Team London launched focused on employee engagement and communications.	
			Conduct a workforce census	2/15/17	The Workforce Census was completed. 59% survey response rate with 1,729 employees participating in the Workforce Census.	
		Workplace Diversity and Inclusion (HR&CS)	Create a Workplace Diversity and Inclusion resource area in the new City Hub	12/31/16	Workplace Diversity and Inclusion resource area created in City Hub area. This area is available to employees.	
			Develop a multi-year recruitment outreach plan	3/31/17	Development of a multi-year recruitment outreach plan. Emphasis toward groups identified in our Workforce Census results as part of the City of London's Workplace Diversity and Inclusion Plan.	
			Develop and implement inter-cultural competency training for employees	6/30/17	Being launched as part of Employee Update Event in fall 2017. Training to all employees will be rolled out thereafter.	
			Review and update employment outreach materials	6/30/17	Employment outreach materials reviewed and updated having regard for current and future demographics.	
		Employee wellness (HR&CS)	Develop a proactive Workplace Health Strategy	12/31/16	Workplace Health Strategy developed and rolled out to all City of London employees.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			↑ Implement proactive Workplace Health Strategy	12/31/18		
		Employee innovation programs (HR&CS)	↑ Review and update "My Idea" Program	3/31/18		
		Employee transportation (HR&CS)	↑ Research and review options to encourage alternative forms of transportation for employees to and from work and during work hours	9/30/19		
		Health and safety (HR&CS)	✓ Review and update Corporate Health and Safety Management System Report	9/30/17		
			↑ Implement requirements to meet recognized Occupational Health and Safety Management System Standard	12/31/19		
	Enhance corporate and community safety by preparing for and responding to security risks and emergency events	Corporate Security Strategic Plan – revised (HR&CS)	✓ Review and update Corporate Security Strategic Plan	12/31/16	Corporate Security Strategic Plan reviewed and updated.	
		✓ Review, update and monitor Strategic Plan	12/31/17	Strategic Plan was reviewed and updated to include potential projects up to 2020.		
		↑ Review, update and monitor Strategic Plan	12/31/18			
		↑ Review, update and monitor Strategic Plan	12/31/19			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance		
		City of London Corporate Emergency Response and Business Continuity Program (HR&CS)	↑ Develop Business Continuity Program	12/31/18				
			↑ Implement Business Continuity Program	12/31/19				
		Emergency Management Strategic Plan (HR&CS)	✓ Develop Emergency Management Strategic Plan	12/31/16	Emergency Management Strategic Plan developed.			
			✓ Review, update and monitor Strategic Plan	12/31/17	Strategic Plan was reviewed and updated to include potential projects up to 2020.			
			↑ Review, update and monitor Strategic Plan	12/31/18				
			↑ Review, update and monitor Strategic Plan	12/31/19				
		Proactive financial management	Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers	Strategic Financial Plan (F&CS)	✓ Get approval and endorsement for a new multi-year budget approval process from Council and SLT respectively	3/31/15		
					✓ Obtain a budget target from City Council for the development of the multi-year budget	6/30/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Complete annual tax policy (within legislated time frame) based on Council decisions made during the multi-year budget process</p>	5/31/19	The 2017 Tax Policy was approved May 2, 2017. The 2018 Tax Policy recommendations are going to Committee on April 3, 2018, with an anticipated Council approval date of April 10, 2018.	
			<p>✓ Create engagement opportunities for members of the public to provide input into the City of London's first multi-year budget</p>	3/31/16	<p>Members of the public were able to provide input through the following vehicles:</p> <ul style="list-style-type: none"> -IPSOS Reid Citizen Satisfaction Survey -2 Build a Budget Workshops -Online Budget Simulator -Email: budget@london.ca -Community Open Houses -City of London Twitter/Facebook 	
			<p>✓ Develop the City of London's first ever multi-year budget process and have approved by City Council</p>	3/31/16		
			<p>✓ Provide business cases throughout the budget process for any new projects that require new/additional funding and align with Council's Strategic Plan</p>	3/31/16		
			<p>↑ Evaluate multi-year budget process and offer recommendations to be included in the next iteration - 2020-2023</p>	6/30/18	On February 26, 2018, Civic Administration issued a new survey to engage stakeholders on the development process of the 2016-2019 Multi-Year Budget & Annual Updates. The survey was undertaken in conjunction with the City of London 2015 - 2019 Strategic Planning Process survey. A report with the results of the survey and recommended changes to the multi-year budget process will be brought forward in Q2 2018.	
			<p>↑ Solid Waste Phase 1: Prepare review framework, options and obtain approval</p>	12/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ↑ Solid Waste Phase 2: Implement approved work plan 	6/30/19		
			<ul style="list-style-type: none"> ↑ Solid Waste Phase 3: Report Findings to Committee/Council 	9/30/19		
			<ul style="list-style-type: none"> ✓ Develop and seek endorsement of multi-year budget annual update process to be compliant with legislated requirements around annual tax policy 	9/30/16	On August 30, 2016, Council approved the schedule for the 2017 Multi-year Budget Update with milestone activities required by the Municipal Act.	
			<ul style="list-style-type: none"> ↑ Seek Council approval annually on Multi-Year Budget update and refine allocations where required 	12/31/19	Council approved the City's second annual update to the 2016-2019 Multi-year Budget for the 2018 budget year. This resulted in significantly less Council review time creating opportunities for Administration to work on other value added activities.	
	<ul style="list-style-type: none"> — Make sure that financial issues are not created and pushed to the future, creating problems for future generations 	<ul style="list-style-type: none"> — Strategic Financial Plan (F&CS/HR&CS) 	<ul style="list-style-type: none"> ✓ Review and update all Council approved financial policies to better reflect our current environment and municipal financial best practices 	9/30/17		
			<ul style="list-style-type: none"> ↑ Contract Negotiations 	12/31/19		
			<ul style="list-style-type: none"> ↑ Develop plan to improve the City of London's short and long-term investment strategy to obtain better returns on investments than current position 	12/31/19	In 2016, a short term investment strategy for general funds was implemented which generated additional interest revenue. Prudent Investor regulations implemented by the Province effective Jan 2019 will give the City more options to improve this position.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Continue to implement pay as you go financing for Capital Lifecycle Renewal (LCR) which decreases the City of London's dependence on debt for Lifecycle Renewal (LCR)</p>	12/31/19	Continuing to reduce reliance on debt for Lifecycle while increasing capital levy. Debt financing in the Lifecycle capital budget was 35% in 2006, but was reduced to 7% as updated in the 2017 Mid-Year Capital Monitoring Report. The City is actively working toward achieving the 0% target by 2022.	
			<p>↑ Implement an on-going service review process that will identify efficiencies and find permanent savings that match Council's approved target</p>	12/31/19	The process and timelines associated with the service review initiative were outlined in a May 29, 2017 report to the Strategic Priorities and Policy Committee. The process outlined in this report will continue to be implemented through 2019. The 2016 and 2017 service review targets of \$500,000 and \$1,000,000 respectively have been achieved.	
			<p>↑ Maintain the City of London's debt cap throughout the implementation of the multi-year budget (2016-2019)</p>	12/31/19	The internal debt cap is currently \$26 million. The average debt in the ten year capital plan of the 2016-2019 Multi-year Budget was \$23.1 million.	
	<p>— Create, explore, and implement new technologies or technology improvements to assist in the management of corporate assets, financial and reporting systems, and billing systems</p>	<p>— Computerized Maintenance Management System Implementation Strategy and Enhance technical capabilities for infrastructure services (water, wastewater, and transportation) (FCS/EES)</p>	<p>✓ Discovery (design) Phase has been successfully completed</p>	10/3/17		
			<p>↑ Phase 1: Implementation of Cityworks CMMS solution for Water, Sanitary and Stormwater Infrastructure</p>	9/30/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Phase 2: Implementation of Cityworks CMMS solution for Roads and Forestry	5/31/20		
			 Phase 3: Implementation of Cityworks CMMS solution for Solid Waste, Parks Operations	9/30/20		
Collaborative, engaged leadership	 Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners	 Strategic Plan for the City of London 2015-2019 (CMO)	 Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development	12/31/15	Agencies, Boards and Commissions were involved in the development of Council's 2015-2019 Strategic Plan.	
			 Report to Strategic Priorities and Policy Committee on the alignment of the Strategic Plan for the City of London and the Strategic Plans of local agencies, boards and commissions	6/30/16	Agencies, Boards and Commissions completed a template to report on alignment of their strategic plans with the City of London's. Overall, there was clear alignment with organizations having many common strategic priorities. Of the 24 Agencies, Boards and Commissions that were contacted, submissions were received by every organization, except those that do not have formal Strategic Plans (Water Boards and PUC). These submissions were presented to SPPC on April 18, 2016.	
			 Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually	12/31/19		
		 Performance Plans (CMO)	 Include strengthening relationships with agencies, boards and commissions in Senior Leadership Team Performance Plans	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Review strategy with Senior Leadership Team annually 	12/31/19		
		Foster collaboration and innovation through a variety of mechanisms (CMO)	<ul style="list-style-type: none"> Develop Council's 2015-19 Strategic Plan 	12/31/15		
			<ul style="list-style-type: none"> Engage and work with agencies, boards and commissions in the 2016 - 19 multi-year budget development process 	3/31/16		
			<ul style="list-style-type: none"> Invite agencies, boards and commissions as well as community partners to Standing Committee meetings 	9/30/16	11 Agencies, Boards and Commissions and local organizations involved in the development of Council's 2015-19 Strategic Plan presented at Standing Committee meetings in 2016. This provided an opportunity to increase awareness about their organizations and share information in an environment outside of the City's Budget Process.	
			<ul style="list-style-type: none"> Collaborate with agencies, boards and commissions as well as community partners at the Civic Leaders Event 	12/31/17	The Civic Leaders Event took place on October 31, 2017. Through this event, the Civic Leaders determined new opportunities to promote innovation and share services between the City of London and its agencies, boards, and commissions. This event was attended by approximately 40 Civic Leaders who reported positive feedback due to allowing for open and honest collaboration.	
			<ul style="list-style-type: none"> Evaluate Communication Framework 	12/31/17	Communication framework has been evaluated, and the Collaboration with Civic Leaders report is scheduled to the Corporate Services Committee Q2 2018. This includes the evaluation of the communication framework and a recommendation for a collaboration strategy.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Develop Council's Strategic Plan 	12/31/19		
			<ul style="list-style-type: none"> Engage agencies, boards and commissions in the annual Budget Update Process 	12/31/19		
	Maximize openness and transparency in Council decision making	Accountability and Transparency Policy (L&CS)	<ul style="list-style-type: none"> Implement Accountability and Transparency Policy (legislative requirement) 	12/31/19		
		Public Notice Policy (L&CS)	<ul style="list-style-type: none"> Implement Public Notice Policy (legislative requirement) 	12/31/19		
		Council Procedure By-law (L&CS)	<ul style="list-style-type: none"> Review Council Procedure By-law including public participation meeting 	6/30/16		
			<ul style="list-style-type: none"> Implement Council Procedure By-law 	12/31/19		
		Civic Administration By-law (L&CS / CMO)	<ul style="list-style-type: none"> Review and update Civic Administrative By-Law 	3/31/18		The review and update is in progress and the proposed new target end date is December 2019.
		Audit Processes (CMO / HR&CS / F&CS)	<ul style="list-style-type: none"> Explore and implement the ability to live stream Audit Committee via Sire platform 	6/30/15		
			<ul style="list-style-type: none"> Develop and issue Request for Proposals to obtain and solidify internal and external auditing services for 2017-2022 	6/30/16		
			<ul style="list-style-type: none"> Award contract to successful proponent 	12/31/19	Deloitte was awarded contract for Internal Audit. KPMG was appointed the City's External Auditor.	
			<ul style="list-style-type: none"> Continue to release audited financial statements in June of each year to Council and members of the public 	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<p>— Citizen Engagement (CMO / L&CS / Planning)</p>	<p>✓ Introduce protocol that requires non-statutory Community Information Meetings in response to applications for Zoning By-law/Official Plan amendments - Draft Community Engagement Protocol prepared and presented to Council</p>	3/31/15	New protocol has been established to require non-statutory community meetings in response to applications for Zoning By-law and Official Plan amendments.	
			<p>✓ Prepare a report that speaks to the use of Social Media as a means of engaging the community in response to planning applications - Information Report presented to Council</p>	3/31/15	A new website is now in place as a means of consulting with the public in response to planning applications.	
			<p>✓ Enhance live access to Council, Committee and Advisory Committee meetings via mobile streaming app and live YouTube channel</p>	6/30/16		
			<p>✓ Create individual web page for each application for Zoning By-law/Official Plan amendments - ITS Project Request submitted</p>	2/28/18	Strategy and products endorsed by Council on June 26, 2017. Project currently implemented and underway.	
			<p>↑ Expand the notification radius for notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	3/31/18		This was identified as a Phase II project in a December 2016 report to PEC. In the October, 2017 workplan update to PEC, this strategy was deferred to beyond Q4, 2019.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Improve the "Possible Land Use Change" signs by creating unique signage that is custom-made for each application for Zoning By-law/Official Plan amendments - Develop sign template / meet with sign manufacturers / develop protocols for requesting site-specific signage</p>	2/28/18	Project complete and changes implemented. New signage being used that will increase public awareness of a planning application and provide additional information related to the application.	
			<p>✓ Improve the mail-out notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	2/28/18	Project complete and changes implemented. New Notices more user-friendly and fully AODA compliant.	
			<p>↑ Notify tenants by mail of applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	2/28/18	Strategy and products endorsed by Council on June 26, 2017. Implementation of strategy currently underway.	
			<p>↑ Promote engagement toolkit</p>	12/31/17		
			<p>↑ Help inform decision making through the Annual Citizen Satisfaction Survey</p>	12/31/18		
			<p>↑ Use of Social Media to increase the ways and means by which Planning Services engages the public</p>	12/31/19		
	<p>— Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct</p>	<p>— Request for Proposals (L&CS)</p>	<p>✓ Recruit and appoint Integrity Commissioner</p>	6/30/16	Integrity Commissioner appointed.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> Review council's governance structure 	<ul style="list-style-type: none"> Governance Working Group (L&CS / All) 	<ul style="list-style-type: none"> Complete current Governance Working Group mandate 	12/31/18		
		<ul style="list-style-type: none"> Governance Review Policy – new (L&CS) 	<ul style="list-style-type: none"> Determine next steps subsequent to Governance Working Group's recommendations 	12/31/16	On October 25th, 2016 Council resolved that a new GWG BE ESTABLISHED, comprised of five appointed members of Council whose role shall be to complete the list of Deferred Matters and, upon completion of those matters, meet on an as needed basis.	
Excellent service delivery	<ul style="list-style-type: none"> Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day 	<ul style="list-style-type: none"> Targeted Lean Projects (All) 	<ul style="list-style-type: none"> Explore and initiate a Lean Six Sigma Pilot Program in Service Areas 	3/31/16	With the goal of increasing efficiency, The Lean Six Sigma pilot program identifies improvements for service delivery and operational practices.	
			<ul style="list-style-type: none"> Explore and initiate Lean Six Sigma training and certification pilot for Boards and Commissions 	9/30/16	Representatives from Agencies, Boards and Commissions completed the Lean Six Sigma Green Belt training session(s). Process improvement projects were identified with efficiency in mind.	
			<ul style="list-style-type: none"> Train and Certify employees in Service Areas as Lean Six Sigma Green Belts 	9/30/16		
			<ul style="list-style-type: none"> Train and Certify City Staff as Lean Six Sigma Black Belts 	12/31/16		
			<ul style="list-style-type: none"> Complete Lean Six Sigma Green Belt projects 	9/30/17	To date sixteen Green Belt projects have been completed and reviewed by EzSigma for certification. Wave three of Lean Six Sigma Green Belt training has begun, and leader representatives from each Service Area have been selected along with a process improvement to be completed and certified. Measurements for improvement will focus on Safety, Quality, Capacity, Financial Stewardship and Voice of the Customer.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Targeted Service Review (All) 	<ul style="list-style-type: none"> Commence identification of candidate Service Areas 	12/31/19	As outlined in the May 29, 2017 report to the Strategic Priorities and Policy Committee, an external consultant will be engaged in March 2018 to begin identifying and executing targeted "deep dive" service reviews in consultation with SMT. To date an RFP was issued in January 2018 to select a consultant to lead this initiative, and a report to award a contract to undertake the project was brought forward to the Strategic Priorities and Policy Committee on March 26, 2018.	
		<ul style="list-style-type: none"> Targeted Value for Money Audits (All) 	<ul style="list-style-type: none"> Report on results of value for money audit annually 	3/1/19		
			<ul style="list-style-type: none"> Identify an annual audit plan through Audit Committee 	3/31/19	As outlined in the February 2018 report to Audit Committee, an update to the audit plan has been provided by Deloitte to the City.	
		<ul style="list-style-type: none"> Targeted Zero Based Budgeting (All) 	<ul style="list-style-type: none"> Identify areas for review to the Senior Leadership Team annually each April 	9/30/19	Financial Business Administrators continue to actively review their respective service areas on an ongoing basis to determine candidates for zero-based reviews, with the objective of identifying permanent budget reductions.	
			<ul style="list-style-type: none"> Report results to Senior Leadership Team annually 	12/31/19	Results of zero-based reviews are being reported to SMT on a regular basis as this is an integral component of the annual budget update process and service review initiative.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>Deliver great customer experiences to residents, businesses, and visitors with innovative service delivery models, improved access through web, phone, and in person, and innovative technology</p>	<p>Service London Implementation Plan (NCFS)</p>	<p>✓ Launch Customer Relationship Management (CRM) Phase 2</p>	6/30/16		
<p>✓ Begin implementation of Service Level Standards</p>			3/31/17	Corporate standards have been created for both voicemail and email. Working with business units to have customer service standards incorporated into CRM.		
<p>✓ Launch Self Service Portal subsequent phases - enhancements - to roll out annually)</p>			3/31/17	<p>The Service London Portal was successfully launched in the Spring of 2017, with approximately 70 of the highest frequency Service Requests in CRM available for online submission.</p> <p>New Business Units have implemented CRM in 2017, and work is being done to make some of their Service Requests available on the Service London Portal.</p>		
<p>✓ Launch Single number (661-CITY)</p>			3/31/17	661-CITY was launched in the Spring of 2017. Civic Administration is moving forward with implementing the 311 number as per Council direction.		
<p>✓ Launch Customer Relationship Management (CRM) Phase 3</p>			12/31/17	CRM Phase 3 Implementation is complete.		
<p>↑ Launch Customer Relationship Management (CRM) Phase 4</p>			12/31/18	CRM Phase 4 is on track. Business Units have participated in a kick-off meeting; targeting completion by the of Q3, 2018.		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Launch Service London Counter Strategy - 2 full service counters (new East and South West Community Centres)</p> <p>Roll out subsequent phases/enhancements of Self Service Portal</p> <p>Launch Customer Relationship Management (CRM) Phase 5</p>	<p>12/31/18</p> <p>3/31/19</p> <p>12/31/19</p>		
		<p>At Your Service – A respected and inspired public service partner building a better city for all. (All)</p>	<p>Develop training materials to support activities of the Customer Experience Team</p> <p>Utilize workflow technology to reduce manual and paper related processes</p> <p>Create customer experience performance measures for managers on an annual basis</p> <p>Develop and implement customer experience improvements for all service areas on an annual basis</p>	<p>12/31/17</p> <p>12/31/18</p> <p>12/31/19</p> <p>12/31/19</p>	<p>Customer experience performance measure included in performance management system for managers.</p> <p>Divisional based customer service action plans developed.</p>	
		<p>IT Strategic Plan (All)</p>	<p>Develop Information Technology Services areas of focus that align with Council's Strategic Plan</p>	<p>3/31/15</p>	<p>Aligning with the 2015-2019 Council Strategic Plan, ITS focuses on the following four key strategic areas:</p> <ol style="list-style-type: none"> 1) High performing and secure computing environment; 2) Applications increasing efficiency and effectiveness; 3) Improving client experience; 4) Investing in people, planning and processes. 	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Create process to translate strategy into tactical action for all functional units within Information Technology Services	6/30/15	Employing a strategic synthesis approach, ITS aggregates diverse strategic inputs through established processes, which lay a clear direction for operational and project work.	
			✓ Connect Key Performance Indicators to formal evaluation processes	9/30/15		
			✓ Develop and implement service specific key performance indicators to measure tactical actions	9/30/15	Highlight of 2017 ITS accomplishments: -Resolved 21,500 incidents and service requests -Achieved a 97.5% Customer Satisfaction Rating -Completed over 70 technological projects	
			✓ Re-create corporate wide 5-year Information Technology Services project plan that is delivery and action focused	9/30/15		
			✓ Upgrade and optimize the Information Technology Services project intake process	6/30/16	Complimenting and closely connected with the Multi-Year Budget, the Information Technology Steering Committee (ITSC) recreated the process through which technology projects are assessed and prioritized.	
		— Business Plans (CMO)	✓ Re-design Business Plans to better align with Council's Strategic Plan	6/30/16		
			✓ Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process	9/30/16		
			↑ Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process	9/30/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Smart Cities Strategy	<p>Form City of London working group with representation from various internal departments and external agencies (London Hydro, London Economic Development Corporation and Larg*net)</p> <p>✓</p>	9/30/15	Joint working group was established and completed the RFQ and RFP processes.	
			<p>Complete public engagement for the preparation of the strategy</p> <p>✓</p>	2/28/17	Completed robust public engagement process offering the public the opportunity to provide ideas and input for the Smart City Strategy. The results from this engagement are being used in the separate Smart City Challenge initiative.	
			<p>Select proponent to undertake preparation of strategy</p> <p>✓</p>	6/30/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
			<p>Complete Smart Cities Strategy</p> <p>■</p>	11/30/17	Draft of Phase 1 and Phase 2 reports completed by the Consultant and reviewed by the Steering Committee. Changes are required.	<p>The lead for this project is no longer with the City. Resource constraints have led to delays. It is anticipated that the Phase 1 and Phase 2 reports will be submitted to Council in Q3 2018.</p> <p>However, the results from the Phase 1 and Phase 2 engagement program are being used in the Smart City Challenge being undertaken in early 2018.</p>
			<p>Develop business case for consideration by Council for funding and implementation of strategy</p> <p>■</p>	9/30/18		Due to resource constraints, this project has been delayed. Any budget requirements will be will be considered during the next Multi-year Budget (Q4, 2019)
		AMANDA System Upgrades (DCS)	<p>Complete upgrade and training related to the new web browser version. System Upgrade</p> <p>✓</p>	6/30/16	Upgrade completed and allows staff to take advantage of new features.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Implement new tracking category related to vehicles for hire (taxi/limousines)	6/30/16	The Vehicle for Hire By-law has been approved.	
			✓ Implement new tracking category related to building permit folders (excluding subdivision development and signs)	9/30/16	Allows Development applications to be accurately tracked.	
			✓ Implement new tracking category related to planning folders (excluding trees and heritage)	9/30/16		
			✓ Implement new tracking category related to water contamination (backflow prevention devices)	9/30/16	Successfully completed and folder is in operation.	
			✓ Implement new tracking category related to business licensing	12/31/17	Successfully completed and folder is in operation.	
			↑ Introduce enhanced mobile solutions for inspections and investigations	9/30/18	Council approval has been given for purchase of mobile application.	
			↑ Upgrade to AMANDA and Implementation - future upgrade	6/30/19	Project request will be made to IT Steering Committee in 2018.	
			↑ AMANDA Data Management & Cleansing: Align Property data with other provincial and municipal databases to ensure roll numbers, legal descriptions and ward info are accurate. Aligning property data with provincial databases	12/31/19	Property cleansing has been completed and ownership records have been updated.	
		— Computerized Maintenance Management System (FCS/EES)	✓ Discovery (design) Phase has been successfully completed	10/5/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Phase 1: Implementation of Cityworks CMMS solution for Water, Sanitary and Stormwater Infrastructure Phase 2: Implementation of Cityworks CMMS solution for Roads and Forestry Phase 3: Implementation of Cityworks CMMS solution for Solid Waste, Parks Operations 	<ul style="list-style-type: none"> 9/30/19 5/31/20 9/30/20 		
	<ul style="list-style-type: none"> Make strategic decisions about our long-term space needs and service delivery locations 	<ul style="list-style-type: none"> Master Accommodation Plan - new (All) 	<ul style="list-style-type: none"> Seek direction from Council based on recommendation of MAP15 report Develop detailed plans, business case and cost/benefit analysis Seek Council Approval Implement approved MAP15 recommendation 	<ul style="list-style-type: none"> 9/30/16 9/30/18 9/30/18 12/31/24 		
	<ul style="list-style-type: none"> Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions 	<ul style="list-style-type: none"> Strategic Plan for the City of London 2015-2019 (CMO) 	<ul style="list-style-type: none"> Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development 	<ul style="list-style-type: none"> 12/31/15 	<p>Agencies, Boards and Commissions were involved in the development of Council's 2015-2019 Strategic Plan.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Report to Council on the alignment of the Strategic Plan for the City of London and the Strategic Plans of local agencies, boards and commissions including examples of shared services</p>	6/30/16	Agencies, Boards and Commissions completed a template to report on alignment of their strategic plans with the City of London's. Overall, there was clear alignment with organizations having many common strategic priorities. Of the 24 Agencies, Boards and Commissions that were contacted, submissions were received by every organization, except those that do not have formal Strategic Plans (Water Boards and PUC). These submissions were presented to SPPC on April 18, 2016.	
			<p>↑ Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually</p>	12/31/19		
		<p>— Business Plans (CMO)</p>	<p>✓ Engage with agencies, boards and commissions during the Business Plan Development Process</p>	9/30/16		
			<p>↑ Engage with agencies, boards and commissions during the Business Plan Development Process</p>	9/30/19		
		<p>— Lead and foster shared service agreements (CMO / HR&CS)</p>	<p>✓ Initiate exploratory meetings with Civic Administration and agencies, boards and commissions</p>	12/31/16		
			<p>✓ Work with agencies, boards and commissions on efficiency projects (Lean Six Sigma)</p>	12/31/16	Agencies, Boards and Commissions have been identified within the two year Lean Six Sigma Road Map. The Strategic Management Team has indicated that the Lean Six Sigma initiative will focus internally and a review of Agencies, Boards and Commissions in year two of the Road Map.	
			<p>↑ Investigate what other municipalities are doing</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Follow up on exploratory meetings with appropriate action	12/31/19		

Report to Strategic Priorities & Policy Committee

To: Chair and Members
Strategic Priorities & Policy Committee
From: George Kotsifas, P. Eng
Managing Director, Development & Compliance Services &
Chief Building Official
Subject: Growth Management Implementation Strategy (GMIS)
Public Participation Meeting on: May 7, 2018

Recommendation

That, on the recommendation of the Managing Director, Development and Compliance Services & Chief Building Official with regard to the implementation of the Official Plan growth management policies applicable to the financing of growth-related infrastructure works, the following actions be taken:

- (a) the 2019 Growth Management Implementation Strategy Update **BE APPROVED** as attached in Appendix 'B', it being noted that:
 - i. Sunningdale SWM E1 will be rescheduled from 2020 to 2021;
 - ii. Stoney Creek SWM 8 will be rescheduled from 2022 to 2025;
 - iii. Stoney Creek SWM 10 will be rescheduled from 2027 to 2020;
 - iv. White Oaks SWM 3 will be rescheduled from 2023 to 2022;
 - v. Kilally Watermain A30 will be rescheduled from 2025 to 2022;
 - vi. Kilally East, South Basin SWM will be rescheduled from 2024 to 2022;
 - vii. An Environmental Assessment for Kilally East, South Basin SWM will commence in 2018.
- (b) Industrial Sanitary Servicing will be rescheduled from 2025 to 2018, it being noted that this is a non-GMIS DC project.
- (c) The Capital Budget **BE ADJUSTED** to reflect the timing changes associated with the projects noted in clauses (a) and (b) above.

Previous Reports Pertinent to this Matter

November 7, 2017	Report to Corporate Services Committee – Development Charges Rate Monitoring – 2017 Review
May 15, 2017	Report to Strategic Priorities and Policy Committee – Growth Management Implementation Strategy (GMIS): 2018 Annual Review & Update
June 23, 2014	Report to Strategic Priorities and Policy Committee – “Approval of 2014 Development Charges By-law and DC Background Study”

Executive Summary

The Growth Management Implementation Strategy (GMIS) is an important tool for Council to coordinate growth infrastructure with development approvals and correspond with the pace of growth across the city, while maintaining an acceptable financial position. This GMIS report builds upon the financial analysis provided in previous GMIS reports and seeks to ensure the affordability of growth servicing in the City of London.

The scope of the 2019 GMIS's analysis focuses on all projects that will directly impact specific subdivision or site plan applications. The attached tables and figures outline the timing of key growth related infrastructure projects needed to facilitate development in the city.

Demand for new housing was strong in 2017 with single detached residential construction meeting the 2014 DC Study growth projections for the first time. Medium- and high-density housing construction also met these growth projections. As such, the City is in a position to maintain the current GMIS timing for growth infrastructure projects and is able to advance some projects based on warranted growth needs.

This report discusses some of the financial considerations (DC reserve fund and debt) which arise from maintaining the City's current plan for investment and the implications of requests for project accelerations. Council's adopted Project Evaluation Framework is used to review the timing of future infrastructure projects with the aim of providing a future 3 year supply of registered single detached residential lots in each greenfield area.

Following from these observations, it is recommended that on balance the current project timing plan be maintained. Certain strategic project accelerations are being recommended by staff to meet greenfield land supply targets and achieve efficiencies through coordinated timing with other projects. Two deferrals are recommended based on development stakeholder requests to align the timing of these projects with the timing of expected development. Extensive developer and community stakeholder consultation is a vital part of the annual GMIS process.

Also recommended is the advancement of the non-GMIS DC Industrial Sanitary Servicing project from 2025 to 2018. As this project is being collected under the current DC to fund industrial sanitary projects from 2014-2024, advancing the capital budget timing to 2018 would allow the City to respond to emerging needs as envisioned by the 2014 DC Study.

Background

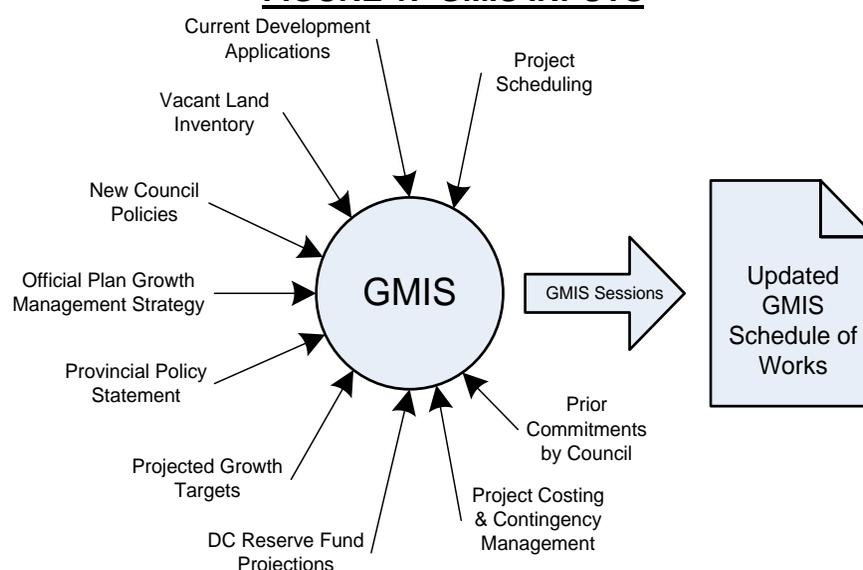
The initial Growth Management Implementation Strategy (GMIS) document from 2008 provided a schedule for growth infrastructure with estimated costs over the 20-year growth period. This schedule was incorporated into the finalized Development Charges (DC) Background Study which came into effect with the passing of the DC By-law in August, 2009. Since then, the GMIS has been updated annually, reflecting adjustments to timing for DC-funded projects.

The purpose of the GMIS is to provide Council with a tool to coordinate growth infrastructure with development approvals and to correspond with the pace of growth across the city in a financially practical manner. The GMIS is reviewed and updated annually to allow for adjustment of the schedule of works between DC background studies so that it continues to align with growth needs and DC revenues. The GMIS considers the pace of development, the status of DC reserve funds, and the desires of developers to progress development applications in areas approved for growth. It provides flexibility to respond to changes in market conditions or to make adjustments that reflect the financial status of the DC reserve funds.

GMIS Inputs and Principles

The GMIS update involves the integration and assessment of multiple inputs (Figure 1). Typically, each GMIS update assesses the collected information against the eight Council approved principles of GMIS to make appropriate adjustments to the schedule of works.

FIGURE 1: GMIS INPUTS



As part of drafting the first GMIS in 2008, staff and development industry representatives participating in the DC Implementation Team helped develop core principles for the implementation of the City's growth management policies. These core principles guide annual GMIS updates. The eight core principles set out by Council in 2008 include:

1. Provide direction for timely and cost efficient extension of municipal services both from an efficiency and municipal affordability perspective.
2. Support growth costs that are affordable within our financial capacity, having regard for both the capital and operating costs of services to support growth.
3. Allocate growth in a manner that optimizes the utilization of existing services and facilities.
4. Support the development of sufficient land to meet the City's growth needs and economic development objectives.
5. Support the implementation of Official Plan growth management policies.
6. Support the completion of existing development approvals.
7. Maintain lot and land supply that is consistent with provincial policies and conducive to a healthy housing market.
8. Co-ordinate the phasing of development approvals and the scheduling/funding of works through the capital budget.

Discussion

2019 GMIS Update – Introduction

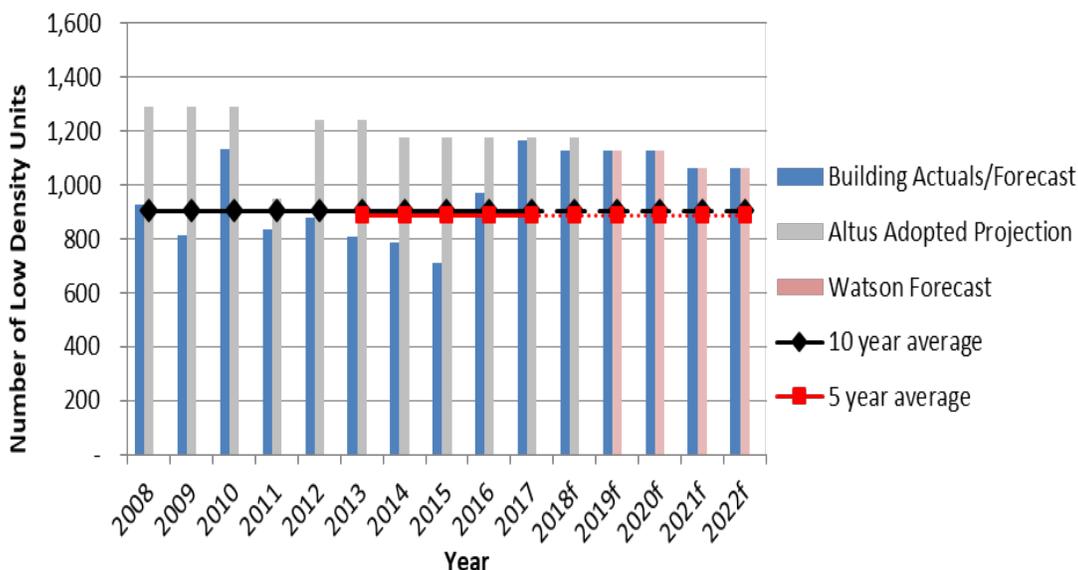
The 2019 GMIS report builds upon information provided in previous GMIS reports and seeks to sustain adequate servicing of growth areas in the City of London and prudent management of Development Charge reserve funds. The scope of the 2019 GMIS analysis includes all projects that directly impact specific subdivision or site plan applications with the goal of creating the most efficient servicing solutions as possible.

2019 GMIS – Growth and Development Observations and Trends

An important relationship exists between the projected amount of residential and non-residential growth and the City's future investments in infrastructure projects. Development Charge rate calculations are based on growth projections that determine servicing needs, which in turn establish DC rates. If actual growth in the form of development and building construction does not consistently meet the growth projections contained in the DC Background Study, then sufficient revenues are not being generated to maintain the original schedule of investments in infrastructure. The two key elements – growth activity and investment in infrastructure – should move in tandem.

For the 2019 GMIS Update, staff reviewed growth levels for all forms of residential and non-residential development. Figure 2 provides a graph of historic and forecasted growth for low density residential development which is particularly important for DC purposes as single detached homes represent almost 50% of calculated DC revenues and are the primary driver for the construction of new infrastructure to support greenfield subdivisions. It should be noted however, that the growth forecasts for all forms of residential and non-residential development are used for determining future DC revenues and for assessing the health of DC reserve funds.

FIGURE 2: LOW DENSITY RESIDENTIAL GROWTH: 2008-2022



Staff notes the following growth observations and trends that impact DC revenues and the 2019 GMIS recommendation:

- Over the previous 5 years (2012-2016), the City experienced an annual average of 889 permits for single detached homes. This was exceeded in 2017 when 1,168 single detached permits were issued. Staff is anticipating the trends experienced in 2017 will carry forward into 2018; several GMIS stakeholders have indicated that they are experiencing continued interest in single detached dwellings and believe this demand will be sustained into the future. The recently adopted Watson forecast anticipates 1,128 single detached dwellings between 2018 and 2020 and 1,062 single detached dwellings beyond 2020. The Building forecast has been revised to reflect the Watson forecast.
- Medium density future residential growth increased again in 2016 to 620 units. It is anticipated that townhouse construction will remain strong over the coming years due to an increasing demand for this housing form from young adults and retirees. The future Building forecast for townhouses has been increased to reflect the Watson forecast of 516 annual units, which is higher than average growth experienced during the 2012-2016 period.
- Apartment construction continues to be strong in London, but has a “peaks and troughs” building cycle. After an exceptional 2016, the City continued to experience a strong level of construction in 2017 with permits for 694 apartment units being issued. There is elevated development interest at present for new apartment buildings due to low vacancy rates. The future Building forecast has been adjusted to reflect the Watson forecast of 704 units.
- Several large commercial developments are anticipated to be built in the coming years at a number of locations city-wide. Based on known and expected trends, the recently adopted Watson forecast anticipates a higher level of commercial activity over the coming years than was forecast in the 2014 DC Study. The Building forecast has been revised to reflect the Watson forecast of an annual average of 31,829m² beyond 2018.
- After a significant amount of institutional space was constructed in 2016, 2017 permit activity was much lower than projected. Future institutional construction is difficult to predict as it relies on spending by upper levels of government. The Building forecast has been adjusted to reflect the Watson forecast for future institutional growth.

- The City is attracting new businesses to London. However the amount of new industrial floor space decreased in 2017 after steadily increasing over the previous three years. Longer-term external forecasts for the industrial sector anticipate continued recovery, which will coincide with the City's development of new industrial lands attractive to larger industrial users. The future Building forecast has been revised to reflect the Watson forecast that anticipates a demand for 31,894m² of new industrial space annually.

2019 GMIS Context – Development Charges Reserve Fund Analysis

As part of the 2014 Development Charges Background Study, Staff reviewed the cash flow projections for each service component funded by DCs. This analysis revealed a need to closely monitor reserve fund revenues and drawdown activity, especially for the following high cost service components:

- Stormwater Management Facilities (SWMFs);
- Sanitary Sewerage;
- Roads Services; and
- Water Distribution.

These services rely heavily on debt, excluding Water Distribution, to facilitate the timing of infrastructure construction given that:

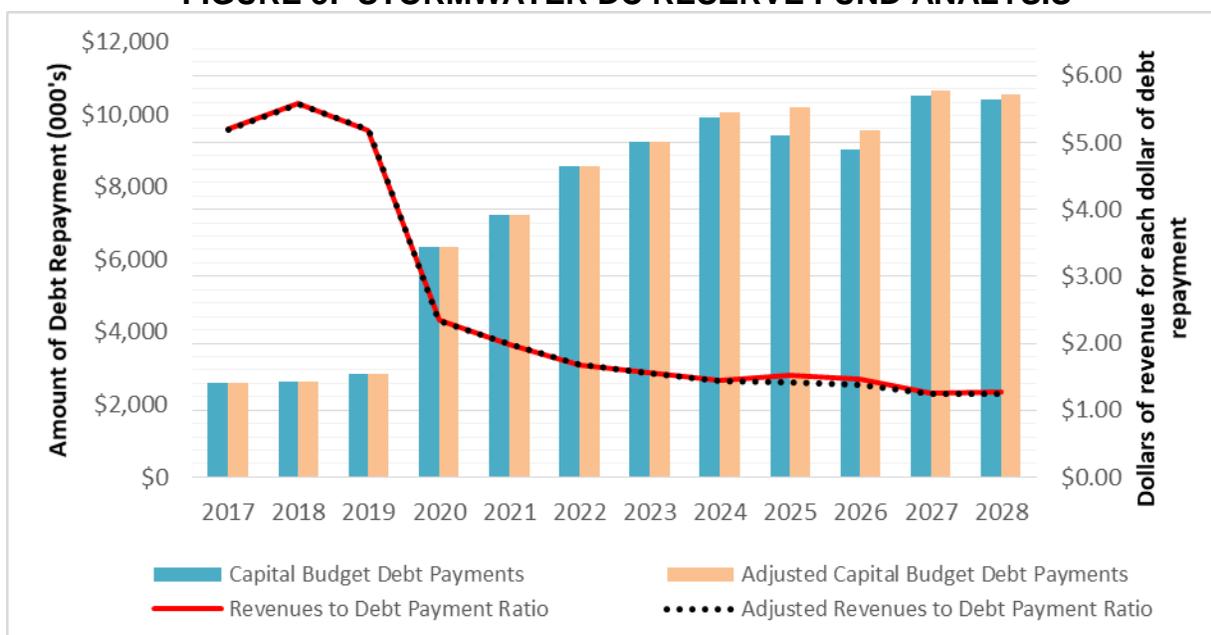
- major expenditures (especially sanitary sewers and stormwater management) precede and facilitate growth in that new investments are required prior to development being possible in a new area;
- reserve fund balances in the Sanitary and Water service categories are diminishing and may require more debt financing; and,
- significant amounts of project costs have been identified for future recovery (i.e. post period benefits) in the 2014 DC rate calculations with the objective of achieving a fair allocation of recovery of investment in growth costs. Therefore, the DC reserve funds that finance these services rely on debt to finance the portion of the project costs identified for recovery beyond the 20 year time horizon of the DC Study.

Staff has conducted a detailed cash flow analysis of all DC reserve funds to assess the financial risks and overall affordability of the present GMIS. Additionally, Environmental and Engineering Services division managers were interviewed to determine emergent changes to project timing and cost estimates.

As the 2019 GMIS mainly proposes changes in timing that will affect the Stormwater Development Charge reserve fund, Figure 3 provides a graphical representation of this reserve fund following an analysis undertaken by Development Finance staff:

- **Debt payments (vertical bars):** For each year, the bars reflect annual debt payments required by the reserve fund to pay for infrastructure investments. Viewing the graph from left to right, the first bar reflects debt payments based on currently approved capital budgets and forecasts. The second bar reflects an 'adjusted' annual debt payment based on revised debt payment changes arising from the recommended project timing adjustments which are discussed later in this report.
- **Revenues to debt payment ratio (lines):** To provide context for the debt obligations of the Stormwater Reserve Fund, a line depicting a revenues to debt ratio is provided. The declining line in Figure 3 indicates that an increasing share of DC revenues is being used to pay down debt, limiting the amount of cash draws available to fund projects. As shown on the figures below, the ratio dips substantially after 2019/2020 as several projects to be constructed require the use of debt financing. As shown, annual debt payments will consume a substantial portion of projected revenues over the next 10 years and beyond (approximately \$1.25 of revenue for each dollar of DC revenue required to meet debt obligations).

FIGURE 3: STORMWATER DC RESERVE FUND ANALYSIS



The following provides a summary of the DC reserve fund analysis:

- **DC Revenues:**
 - Following lower growth from 2012-2015, residential and non-residential construction actuals improved in 2016 and 2017. This has had a positive impact on the DC reserve funds. Projected revenues are necessary to maintain timing of projected investments (expenditures) in new infrastructure.
 - Staff will need to remain vigilant of growth activity to be in a position to recommend corrective measures, if circumstances (e.g. economic condition and reversal of current housing market expansion) reflect a changing growth pattern.
- **DC Expenditures:**
 - There have been no project cost variances to GMIS projects since last years' 2018 GMIS Update. 2019 GMIS project costs align with the 2018 Capital Budget which is used to estimate future DC reserve fund expenditures.

The combination of improved DC revenues in 2017 and minimal changes in project cost variances since last year's GMIS allow the City to maintain project timing as set out in the 2018 GMIS Update and provide for some flexibility to accommodate warranted project accelerations in the 2019 GMIS Update.

2019 GMIS Stakeholder Consultation

Stakeholder engagement is a vital component of the annual GMIS update. Two general stakeholder meetings were held to provide an overview of growth information and reserve fund health, to discuss GMIS timing considerations and to outline draft project changes. In addition to the general stakeholder meetings, individual one-on-one interviews were held with developers, builders and other community stakeholders that requested an opportunity to discuss development plans or issues with Staff related to GMIS projects.

A total of 14 one-on-one meetings were held with stakeholders, resulting in a wide array of perspectives and infrastructure requests for consideration with the GMIS. The interviews provided important information regarding the GMIS Infrastructure Project Evaluation Framework, growth modelling assumptions, development timelines, community benefits, and suggestions for process improvements. The collective knowledge of the stakeholders was vital to producing the recommended 2019 GMIS Update.

On April 4, the draft GMIS was presented to the stakeholders based on feedback received from the first round of interviews, growth and reserve fund analysis and internal discussions with City project managers to explore projects that might be feasible to accelerate to advance additional growth opportunities. Although Staff have

not been able to accommodate all stakeholder requests, the continued dialogue through the GMIS process has produced an infrastructure strategy that maximizes development opportunities while not increasing concerns about the financial sustainability of DC reserve funds.

2019 GMIS Review

Through the stakeholder consultations, ten requests for project accelerations were received; and two deferral requests were suggested by a development stakeholder to realign projects with their anticipated development timing. The requests were considered in the context of the eight core principles set out by Council in 2008, an analysis of the Development Charge Reserve Funds, and the project timing review tests set out below.

The GMIS process uses a series of questions to inform project timing and consider requests to accelerate projects. Each serves as a “lens” for evaluating whether changes are merited to the timing of infrastructure projects and are applied equally to all projects. Referred to as the GMIS “tests,” the questions are as follows:

- ***Is the project needed to provide additional buildable lots to meet demand in the growth area?***
- ***Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?***
- ***Can we afford the project?***

To accelerate a project, all three tests must be met. The first question speaks to the need for infrastructure, in relation to market demand and supply of lots in a geographic area. This criterion is used to match the pace of infrastructure construction with the pace of growth with an aim to provide a future 3 year supply of single detached residential lots in each greenfield area.

This project evaluation framework was endorsed by Council as part of the 2017 GMIS Update and is to be used by subsequent updates such as this exercise. Appendix ‘A’ provides a summary of the GMIS growth framework and the results of the analysis conducted by Staff, based on feedback received from stakeholder interviews and a review of historic phasing trends.

While this framework remains unchanged, an important change from the 2018 inputs is that the 2019 inputs have been increased to reflect the recent Council adopted Watson forecasts to be used in the upcoming 2019 DC Background Study and By-law. These forecasts assume a city-wide single detached dwelling demand of 1,128 units/year between 2018 and 2020, and 1,062 units/year during the 2021-2026 period.

2019 GMIS – Recommended Project Timing Adjustments

In general, the current timing for projects aligns with the needs of the development community stakeholders and provides for significant new growth opportunities throughout the City. Appendix ‘B’: (2019 GMIS Project Tables and Figures) proposes a Schedule of Works that identifies the timing of key growth related infrastructure projects required to facilitate development throughout the City over 0-5 year, 6-10 year and 10+ year horizons. This Schedule of Works maintains timing that is similar to that approved by Council as part of the 2018 GMIS Update.

The recommended project schedule discussed below is the best compromise between:

- maintaining financially sustainable reserve funds;
- the desire of several developers to advance timing on projects that will accelerate development of their land holdings; and
- the feasibility of advancing infrastructure projects given the time needed to construct them in a judicious manner.

From the 2019 GMIS Update analysis, Table 1 below identifies the proposed project timing adjustments to the last year's Schedule of Works. Three stormwater projects and one water project are recommended to be accelerated and two stormwater projects are recommended to be deferred; all other GMIS projects are recommended to maintain their timing as approved in the 2018 GMIS Update. The final project timing outlined for the 2019 GMIS is subject to the approval of the 2019 Capital Budget Update.

TABLE 1: 2019 GMIS PROJECT TIMING ADJUSTMENTS

Service	Project Description	2018 GMIS Year	Rationale for Timing Change	2019 GMIS Year	Total Gross Cost
Stormwater	Sunningdale SWM E1	2020	Developer deferral request to align with development timing	2021	\$2.1M
Stormwater	Stoney Creek SWM 10	2022	Developer deferral request to align with development timing	2025	\$2.1M
Stormwater	Stoney Creek SWM 8	2027	Support meeting greenfield area lot supply target	2020	\$1.1M
Stormwater	White Oaks SWM 3	2023	Align timing with Bradley Ave Phase 1 Extension	2022	\$2.9M
Stormwater	Kilally South, East Basin	2025	Support meeting greenfield area lot supply target	2022	\$4.0M
Water	Watermain A30 (Kilally)	2025	Support meeting greenfield area lot supply target	2022	\$1.8M

A more complete discussion of the project timing to be adjusted in the tables above is provided in Appendix 'D'.

2019 GMIS – Developer Requests to be Considered through 2019 DC Master Plan Process

Table 2 identifies requests that were received through GMIS stakeholder consultations that are not being recommended for acceleration under the 2019 GMIS Update. As the 2019 GMIS Update represents the last GMIS under the 2014 DC by-law, a number of stakeholders used the GMIS process to also introduce and discuss broader area servicing and project timing requests to be considered in conjunction with the 2019 DC Master Plans and Background Study.

Given the scale and scope of the following requests, it is recommended that these projects be considered comprehensively through the 2019 DC master planning process to ensure that projects are coordinated with greenfield area lot supply and demand, any technical issues are resolved, and timing and cost estimates are reviewed in the context of implications on the recalculated 2019 Development Charges rate.

**TABLE 2: PROJECT REQUESTS TO BE CONSIDERED DURING
2019 DC MASTER PLANS**

Project Description	2018 GMIS Year	Requested 2018 GMIS Timing	2019 DC Master Plan Request
Kilally East Sanitary Servicing	n/a	n/a	Consider alternative sanitary solutions to service the eastern portion of the Northeast Growth Area
Wonderland Rd. S. Watermain A21 (Lambeth Growth Area)	2024	2020	Consider revised project timing and including temporary restoration and widening costs in new 2019 DC cost estimates
Bostwick Area Infrastructure	2029 - 2033	2020-2025	Consider revised project timing and alternative sanitary and stormwater solutions for the area
Dingman Area Infrastructure	2026 - 2028	2020-2025	Consider revised project timing and alternative stormwater solutions for the area
Oxford Rd. W. Phase 2	2032	2025	Consider revised project timing in response to current growth in the area
Sunningdale High-Level Watermain Extension	n/a	n/a	Consider alternative water servicing solutions for Adelaide/Sunningdale area

A more complete discussion of the requests and Staff rationale is provided in Appendix ‘E’.

2019 GMIS – Short-Term Development Opportunities

The proposed Schedule of Works in Appendix B provides infrastructure investment timing that accommodates a wide range of future housing demand scenarios. At present, the City has committed \$58.4 million to GMIS infrastructure projects that will be completed in 2018, including six stormwater management facilities, four sanitary trunk projects, a watermain and two road projects. Furthermore, the current timing plan assigns an additional \$101.3 million dollars to be spent on projects over the next five years between 2019 and 2023.

At present, external servicing (water, sewer, stormwater) is in place to the property line of lands capable of accommodating 3,905 single detached lots; 2,304 of which are in Draft Approved Subdivision plans. GMIS projects under construction in 2018 and 2019 will result in serviceable lands capable of accommodating an additional 5,528 single detached dwelling lots.

These serviceable lands are made available for dwellings through the subdivision approval process. Several subdivision applications are progressing and will be advancing over the next two years to provide new opportunities for residential and non-residential greenfield development. These near-term subdivisions will provide for substantial single detached residential availability and market choice in several areas of the City over the upcoming years.

“Permit Ready Lot” Review

Over the past several years, development community stakeholders have expressed concerns through the GMIS forum about the availability of single detached and medium density ‘permit ready lots’, meaning registered lots that are currently available for dwelling construction. As GMIS is intended to manage mid- to long-range infrastructure servicing timing where projects take a period of time to move from budget to environmental approvals to design to construction, the GMIS process is not designed to respond to immediate existing and short-term lot supply matters. These opportunities are made available through the subdivision approval process.

In response to stakeholder concerns during last year’s GMIS, Development Services undertook a review and made changes to improve timelines and the effectiveness of the City’s subdivision approval process. One aspect of the project is an improved subdivision

tracking database that will provide the current status of subdivision applications and anticipated registration timelines when ‘permit ready lots’ would become available for home construction.

A stakeholder ‘Permit Ready Lot’ working group is being established to develop a consistent definition of ‘permit ready lots’, establish performance measures and to develop a regular reporting template and format. Upon completion, a report will be brought forward to the Planning and Environment Committee. Moving forward, follow-up reports on the status of subdivision applications and ‘permit ready lots’ will be provided bi-annually.

“GMIS Booklet” Enhancements

Each year, Development Finance produces the “GMIS Booklet” – a comprehensive reference document that contains mapping for new development areas, Vacant Land Inventory information (i.e. residential construction opportunities), infrastructure servicing areas, and up-to-date GMIS project timing. The booklet provides 0-5 year, 6-10 year and 10+ year project timing tables that is beneficial information to stakeholders for subdivision planning.

A draft version of the 2019 GMIS Booklet has been prepared to reflect the recommendations contained in this report and hard copies will be provided to the Committee at the May 7, 2018 meeting. Subject to Council adoption of the GMIS (with revisions where applicable), a final version of the 2019 GMIS Booklet will be prepared. The document will be broadly circulated to GMIS stakeholders and City staff as well as being made available on the City’s website.

Next Steps

Pending the adoption of the recommendations of this report, Staff will reflect the GMIS changes in the 2019 Annual Update to the Multi-Year Budget and collectively work towards addressing any implementation challenges so that infrastructure projects are delivered in a timely manner, consistent with the completion of subdivision approvals.

As part of the 2019 DC Background Study, the City is preparing infrastructure master plans that will establish updated project lists, timing and cost estimates to be used in calculating the 2019 DC rates. It is anticipated that draft master plans will be made available for stakeholder review and comment through the latter half of 2018. The final version will be presented for Council consideration as part of the 2019 DC Background Study and will form the basis for following GMIS annual reviews. As consultation on the 2019 DC project lists and timing would run parallel with a 2020 GMIS timeline, carrying out a full GMIS process would be redundant.

Through stakeholders discussions, it was agreed that a full 2020 GMIS is not required. However, Staff will present up-to-date growth trends later this year to stakeholders for review. This information will be used to inform the final DC study project lists and timing before being brought forward for Council consideration as part of the 2019 DC Study.

Industrial Sanitary Servicing

Through the GMIS process, a non-GMIS timing adjustment request was brought forward by the Industrial Land Strategy Team. In the Capital Budget the DC Industrial Sanitary Servicing project is currently timed for 2025, despite the fact that it is being collected as a 100% growth project under the current DC to fund industrial sanitary projects between 2014 and 2024. At present, no DC funds are currently available in the capital budget to fund new industrial sanitary capital projects until 2025.

Accommodating the request to advance the project in the Capital Budget to 2018 would give the City the flexibility to respond to emerging sanitary projects that are needed to facilitate new industrial growth and employment. As an example, this project can be used to fund growth-related capacity improvements in the southwest area of the City. The proposed timing is in keeping with the intent of the 2014 DC Background Study which envisioned using this funding between 2014 and 2024.

Conclusion

The GMIS is an important tool for Council to coordinate growth infrastructure with development approvals and to manage available financial resources. The combination of improved DC revenues in 2017 and minimal changes in project cost variances since last year's GMIS allow the City to maintain the current GMIS timing for growth infrastructure projects and permit some flexibility to advance projects based on warranted growth needs.

The 2019 Growth Management Implementation Strategy Update recommendations provide for infrastructure investment timing that is able to accommodate a wide range of future housing demand scenarios. Staff will continue to work with and consult with development and community stakeholders over the coming year to ensure efficient and timely servicing that will provide for a logical and sustainable progression of growth well into the future.

Acknowledgements

Administration wishes to extend appreciation to all GMIS stakeholders for their insights and time commitment to this year's GMIS process. The feedback received helped to improve Staff's understanding of present housing market conditions.

The annual GMIS Update is a major corporation-wide activity that involves numerous staff from the following service areas: Environmental and Engineering Services, Development and Compliance Services, Planning Services and Finance and Corporate Services. The participation of staff in these Service Areas is greatly appreciated and their input was essential to the recommendations contained in this report.

Prepared by:	Kevin Edwards, MCIP, RPP Manager, Development Finance
Submitted by:	Paul Yeoman, RPP, PLE Director, Development Services
Concurred in by:	Kelly Scherr, MBA, P.ENG., FEC Managing Director, Environmental and Engineering Services & City Engineer
Recommended by:	George Kotsifas, P.ENG Managing Director, Development and Compliance Services & Chief Building Official

April 30, 2018
KE/ke

Y:\Shared\DEVELOPMENT FINANCE\GMIS\2019 GMIS\SPPC

- cc. Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer
John Fleming, Managing Director, Planning and City Planner
Edward Soldo, Director - Roads and Transportation
Scott Mathers, Director - Water and Wastewater
Matt Feldberg, Manager, Development Services (Subdivisions)
Gregg Barrett, Manager, Long Range Planning and Research
Tom Copeland, Division Manager, Wastewater and Drainage Engineering
David Gough, Acting Manager, Stormwater
Doug MacRae, Division Manager, Transportation Planning and Design
John Millson, Senior Financial Business Administrator

Appendix 'A': GMIS Infrastructure Project Evaluation Framework

Appendix 'B': 2019 GMIS Project Tables and Figures:

- Table B1 - GMIS Annual Update 2019: Detailed List of Works and Costs by Service 5 Year Projects
- Figure B1 - GMIS Annual Update 2019: Works 0-5 Years (2019-2023) Year of Construction
- Table B2 – GMIS Annual Update 2019: Detailed List of Works and Costs by Service 6-10 Year Projects
- Figure B2 – GMIS Annual Update 2019: Works 6-10 Years (2024-2028) Year of Construction
- Table B3 - GMIS Annual Update 2019: Detailed List of Works and Costs by Service 10+ Year Projects
- Figure B3 - GMIS Annual Update 2019: Works 10+ Years (2029-2033) Year of Construction

Appendix 'C': List of GMIS Stakeholders

Appendix 'D': Rationale for 2019 GMIS Project Timing Adjustments

Appendix 'E': Detailed Commentary Regarding Developer Infrastructure Requests

Appendix A – GMIS Infrastructure Project Evaluation Framework

GMIS “Tests”

The following questions are applied to each project listed in the GMIS in relation to the development contained within the benefitting area. The three questions serve as separate, but related lenses for considering infrastructure timing and all three tests must be met in order to consider acceleration of a project.

- a) **Is the project needed to provide additional buildable lots to meet demand in the growth area?** (If yes, proceed to Test 2; if no, maintain timing/defer project).
- b) **Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?** (If yes, proceed to Test 3; if no, /defer project).
- c) **Can we afford the project?** (If yes, consider project acceleration; if no, other projects must be deferred to accommodate the selected project).

GMIS Targets/Growth Modelling

In order to address GMIS Test a) outlined above, growth modelling is required to examine demand for and supply of single detached residential lots for each of the City’s greenfield growth areas (North, Northwest, Northeast, Southeast, Southwest, West). The model is informed by the following targets and assumptions:

- Provide three (3) years of permit ready supply of single detached lots in each greenfield area (where possible);
- Using the adopted Watson forecast for single detached units per year, deduct 5% to account for construction within the Built Area and a further 11% to address houses that are constructed on medium density designated lands (i.e., Vacant Land Condominiums). This will provide for an “apples-to-apples” comparison of demand for single detached residential lots with available supply;
- Base the model on when building permits can be issued for developable lands, rather than on the timing of the installation of major infrastructure (i.e., “permit-ready” supply of lands versus “serviced” supply of lands);
- Assume the following market capture shares for single detached lots, based on a review of historic trends and stakeholder feedback:
 - North: 20%
 - Northwest: 22%
 - Northeast: 8%
 - Southeast: 15%
 - Southwest: 20%
 - West: 15%
- In establishing the baseline, employ subdivision timing and phasing from information supplied by development proponents in the GMIS interviews and adjust where warranted based on model iterations and professional judgement;
- Select year of registration at the year following the construction of infrastructure to provide a buffer for any process-related issues that may arise; and,
- Provide opportunities in multiple locations and for multiple developers (where possible).

The results of the 2019 GMIS growth modelling are provided in the following tables.

North Demand and Supply Analysis

LDR Units/Year Watson Scenario	1128	1128	1128	1062	1062	1062	1062	1062	894	894	894
* 95% on greenfield lands	954	954	954	898	898	898	898	898	756	756	756
* 11% of unit construction as VLC	Capture %	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

APRIL 2018

	0	1	2	3	4	5	6	7	8	9	10
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Supply	181	12	148	262	434	710	867	963	1016	1073	1016
Add: New Supply	22	327	304	352	456	336	276	232	209	94	80
Subtotal	203	339	452	614	890	1046	1143	1195	1225	1167	1096
Subtract: Demand	191	191	191	180	180	180	180	180	151	151	151
Years of Serviced Supply	1.1	1.8	2.4	3.4	5.0	5.8	6.4	6.7	8.1	7.7	7.3
Carry-Over	12	148	262	434	710	867	963	1016	1073	1016	945

Subdivisions Legend

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend

	2018 GMS construction timing maintained
	Suggested 2019 GMS construction timing

Subdivisions	Serviced Year	Reg'n Yr	Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
T-09501	2018	2019	322		81	81	81	81	0	0	0	0	0	0	0	0	0	0	0
T-11502	2018	2019	132		33	33	33	33	0	0	0	0	0	0	0	0	0	0	0
T-07502 Ph1	Serviced	2019	60		30	30	0	0	0	0	0	0	0	0	0	0	0	0	0
T-07502 Ph2	2023	2024	400				67	67	67	67	67	67	0	0	0	0	0	0	0
T-07502 Ph3	2027	2028	16					16	0	0	0	0	0	0	0	0	0	0	0
T-05508	Serviced	2018	43	22	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-16503	Serviced	2019	45		23	23	0	0	0	0	0	0	0	0	0	0	0	0	0
SC100	Serviced	2019	26		26	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SC101	2023	2024	14						14	0	0	0	0	0	0	0	0	0	0
SC102 (assume 238 of 477)	2020	2023	238						40	40	40	40	40	40	0	0	0	0	0
SC102 (assume 239 of 477)	2020	2026	239								40	40	40	40	40	40	40	0	0
SC103	2023	2024	55						14	14	14	14	14	0	0	0	0	0	0
SD100 (assume 120 of 236)	2018	2019	118		30	30	30	30	0	0	0	0	0	0	0	0	0	0	0
SD100 (assume 121 of 236)	2018	2021	118				30	30	30	30	0	0	0	0	0	0	0	0	0
SD101	Serviced	2019	38		38	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SD102	Serviced	2019	88		44	44	0	0	0	0	0	0	0	0	0	0	0	0	0
UP100 (assume 250 of 788)	Serviced	2020	250			63	63	63	63	0	0	0	0	0	0	0	0	0	0
UP 100 (assume 250 of 788)	Serviced	2022	250					63	63	63	63	0	0	0	0	0	0	0	0
UP100 (assume 288 of 788)	2020	2021	288				48	48	48	48	48	48	0	0	0	0	0	0	0
UP101	Serviced	2022	49					25	25	0	0	0	0	0	0	0	0	0	0
Total			2789	22	327	304	352	456	336	276	232	209	94	80	40	40	40	0	0

Infrastructure Projects	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Stoney Creek SWM 2																
Sunningdale SWM 6A																
Sunningdale SWM E1				X												
Stoney Creek SWM 10								X								
Stoney Creek 7.1 SWM																
Stoney Creek SWM 8			X													

Northwest Demand and Supply Analysis

LDR Units/Year Watson Scenario	1128	1128	1128	1062	1062	1062	1062	1062	894	894	894
* 95% on greenfield lands	954	954	954	898	898	898	898	898	756	756	756
* 11% of unit construction as VLC	Capture %	22%	22%	22%	22%	22%	22%	22%	22%	22%	22%

APRIL 2018

Subdivisions Legend	
	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend	
	2018 GMIS construction timing maintained
	Suggested 2019 GMIS construction timing

	0	1	2	3	4	5	6	7	8	9	10
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Supply	258	194	321	490	535	515	409	303	106	0	0
Add: New Supply	146	337	379	242	178	91	92	0	0	0	0
Subtotal	404	531	700	732	713	606	501	303	106	0	0
Subtract: Demand	210	210	210	198	198	198	198	198	106	0	0
Years of Serviced Supply	1.9	2.5	3.3	3.7	3.6	3.1	2.5	1.5	1.0	0.0	0.0
Remaining	194	321	490	535	515	409	303	106	0	0	0

Subdivisions	Serviced Year	Reg'n Yr	Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
T-04510 Ph1	Serviced	2018	123	41	41	41	0	0	0	0	0	0	0	0	0	0	0	0	0
T-04510 Ph2	Serviced	2019	123		41	41	41	0	0	0	0	0	0	0	0	0	0	0	0
T-04510_2 Ph3	Serviced	2021	149				37	37	37	38	0	0	0	0	0	0	0	0	0
T-05512 Ph1	Serviced	2018	138	46	46	46	0	0	0	0	0	0	0	0	0	0	0	0	0
T-05512 Ph2	Serviced	2019	138		46	46	46	0	0	0	0	0	0	0	0	0	0	0	0
T-03505 Ph1	Serviced	2019	129		32	32	32	33	0	0	0	0	0	0	0	0	0	0	0
T-08502 Ph2	Serviced	2019	94		31	31	32	0	0	0	0	0	0	0	0	0	0	0	0
T-14501	Serviced	2018	66	22	22	22	0	0	0	0	0	0	0	0	0	0	0	0	0
T-15502	Serviced	2019	60		30	30	0	0	0	0	0	0	0	0	0	0	0	0	0
T-11503 Ph2	Serviced	2018	110	37	37	36	0	0	0	0	0	0	0	0	0	0	0	0	0
T-11503 Ph3		2019	162				54	54	54	0	0	0	0	0	0	0	0	0	0
T-11503 Ph4		2019	162					54	54	54	0	0	0	0	0	0	0	0	0
FH100	Serviced	2030	100															25	25
FH101	Serviced	2019	11		11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total			1565	146	337	379	242	178	91	92	0	25	25						

Infrastructure Projects	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Hyde Park SWM 5																
Fox Hollow SWM 1 PH 2																
Hyde Park SWM 6																

Northeast Demand and Supply Analysis

LDR Units/Year Watson Scenario	1128	1128	1128	1062	1062	1062	1062	1062	894	894	894
* 95% on greenfield lands	954	954	954	898	898	898	898	898	756	756	756
* 11% of unit construction as VLC	Capture %	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%

APRIL 2018

	0	1	2	3	4	5	6	7	8	9	10
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Supply	104	28	6	0	48	37	83	130	307	495	674
Add: New Supply	0	55	58	120	61	118	118	249	249	239	239
Subtotal	104	83	64	120	109	155	201	379	556	734	913
Subtract: Demand	76	76	76	72	72	72	72	72	60	60	60
Years of Serviced Supply	1.4	1.1	0.8	1.7	1.5	2.2	2.8	5.3	9.2	12.1	15.1
Remaining	28	6	0	48	37	83	130	307	495	674	852

Subdivisions Legend

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend

	2018 GMIS construction timing maintained
	Suggested 2019 GMIS construction timing

Subdivisions	Serviced Year	Reg'n Yr	Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
T-03518	Serviced	2019	9		9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-05505	2018	2019	130		43	43	44	0	0	0	0	0	0	0	0	0	0	0	0
HH104	2018	2019	363				61	61	61	61	61	61	0	0	0	0	0	0	0
HH103	2018	2023	340						57	57	57	57	57	57	0	0	0	0	0
Ph1 (AP700)	2024	2025	139								35	35	35	35	0	0	0	0	0
Ph2 (AP700)	2024	2028	138										35	35	35	35	0	0	0
AP701	2024	2028	31										16	16	0	0	0	0	0
HH105	2024	2031	963								96	96	96	96	96	96	96	96	96
HH106	2024	2031	127												32	32	32	32	0
FS100	Serviced	2020	29			15	15	0	0	0	0	0	0	0	0	0	0	0	0
HH100	2034	2034	78																
HH101 and HH102	Serviced	2019	3		3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HH700	2024	2030	11													11	0	0	0
HH701	2024	2030	51													26	26	0	0
CM100 and CM101	2034	2035	114																
Total			2526	0	55	58	120	61	118	118	249	249	239	239	163	200	154	128	96

Infrastructure Projects	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Kilally Road Phase 1																
Kilally Road Watermain Ph1																
KL1B San																
Kilally Southeast Basin SWM					X											
Kilally Road Watermain Ph2					X											

Southeast Demand and Supply Analysis

LDR Units/Year Watson Scenario	1128	1128	1128	1062	1062	1062	1062	1062	894	894	894
* 95% on greenfield lands	954	954	954	898	898	898	898	898	756	756	756
* 11% of unit construction as VLC	Capture %	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

APRIL 2018

	0	1	2	3	4	5	6	7	8	9	10
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Supply	157	197	290	364	510	496	524	516	528	536	554
Add: New Supply	183	236	217	281	121	162	127	147	121	132	54
Subtotal	340	433	507	645	631	658	651	663	649	668	608
Subtract: Demand	143	143	143	135	135	135	135	135	113	113	113
Years of Serviced Supply	2.4	3.0	3.5	4.8	4.7	4.9	4.8	4.9	5.7	5.9	5.4
Remaining	197	290	364	510	496	524	516	528	536	554	495

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

	2018 GMS construction timing maintained
	Suggested 2019 GMS construction timing

Subdivisions	Serviced Year	Reg'n Year	Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
T-92020	Serviced	2018	231	58	58	58	58	0	0	0	0	0	0	0	0	0	0	0	0
T-92020_13A	Serviced	2019	148		49	49	49	0	0	0	0	0	0	0	0	0	0	0	0
T-92020_10B	Serviced	2021	239				60	60	60	60	0	0	0	0	0	0	0	0	0
T-92020_13B	Serviced	2024	52							26	26	0	0	0	0	0	0	0	0
T-07506	Serviced	2017	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-07508_12B	Serviced	2017	38	38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-09502 Ph3	Serviced	2017	7	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-13502 Ph1	Serviced	2018	75	38	38	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-15505	Serviced	2018	111	37	37	37	0	0	0	0	0	0	0	0	0	0	0	0	0
T-06507 Ph1		2018	150		50	50	50	0	0	0	0	0	0	0	0	0	0	0	0
T-06507 Ph2		2018	123				41	41	41	0	0	0	0	0	0	0	0	0	0
T-06507 Ph3		2018	123						41	41	41	0	0	0	0	0	0	0	0
T-06507 Ph4		2018	123								41	41	41	0	0	0	0	0	0
HR100	Serviced	2027	4									4	0	0	0	0	0	0	0
JC100	Serviced	2020	33			17	17	0	0	0	0	0	0	0	0	0	0	0	0
JC102	Serviced	2020	12			6	6	0	0	0	0	0	0	0	0	0	0	0	0
JC104	Serviced	2022	40					20	20	0	0	0	0	0	0	0	0	0	0
JC700	Serviced	2028	135												34	34	34	34	0
JC701	Serviced	2024	77							39	39	0	0	0	0	0	0	0	0
JC702		2018	73								37	37	0	0	0	0	0	0	0
JC703		2018	325										54	54	54	54	54	54	0
Total			2127	183	236	217	281	121	162	127	147	121	132	54	88	88	88	88	0

Infrastructure Projects	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Parker SWM																

Southwest Demand and Supply Analysis

LDR Units/Year Watson Scenario	1128	1128	1128	1062	1062	1062	1062	1062	894	894	894
* 95% on greenfield lands	954	954	954	898	898	898	898	898	756	756	756
* 11% of unit construction as VLC	Capture %	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

APRIL 2018

	0	1	2	3	4	5	6	7	8	9	10
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Supply	198	137	297	446	594	954	1201	1506	1653	1762	1955
Add: New Supply	130	351	339	328	540	426	485	326	261	344	528
Subtotal	328	488	636	774	1134	1380	1686	1832	1914	2106	2483
Subtract: Demand	191	191	191	180	180	180	180	180	151	151	151
Years of Serviced Supply	1.7	2.6	3.3	4.3	6.3	7.7	9.4	10.2	12.7	13.9	16.4
Remaining	137	297	446	594	954	1201	1506	1653	1762	1955	2332

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

	2018 GMIS construction timing maintained
	Suggested 2019 GMIS construction timing changes

Subdivisions	Serviced Year	Reg'n Year	Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
T-06502	Serviced	2019	17		17	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-06511	Serviced	2019	61		31	31	0	0	0	0	0	0	0	0	0	0	0	0	0
T-14502	Serviced	2018	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-12503 Ph1		2019	97		49	49	0	0	0	0	0	0	0	0	0	0	0	0	0
T-12503 Ph2		2018	97			49	49	0	0	0	0	0	0	0	0	0	0	0	0
T-12503 Ph3		2018	97				49	49	0	0	0	0	0	0	0	0	0	0	0
T-12503 Ph4		2018	97					49	49	0	0	0	0	0	0	0	0	0	0
T-14504 Ph1	Serviced	2018	131	66	66	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-14504 Ph2	Serviced	2019	64		32	32	0	0	0	0	0	0	0	0	0	0	0	0	0
T-14506 Ph1	Serviced	2018	117	59	59	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-15501 Ph1		2018	110		55	55	0	0	0	0	0	0	0	0	0	0	0	0	0
T-15501 Ph2		2018	187				62	62	62	0	0	0	0	0	0	0	0	0	0
T-16508		2023	36							36	0	0	0	0	0	0	0	0	0
T-16509	Serviced	2019	84		42	42	0	0	0	0	0	0	0	0	0	0	0	0	0
T-17503 Ph1		2018	100			50	50	0	0	0	0	0	0	0	0	0	0	0	0
T-17503 Ph2		2018	197					66	66	66	0	0	0	0	0	0	0	0	0
BT100 (Beyond 2032)		2032	80																40
BT101 (Beyond 2032)		2032	81																41
LB100		2018	114					29	29	29	29	0	0	0	0	0	0	0	0
LB101/102		2018	34				17	17	0	0	0	0	0	0	0	0	0	0	0
LB104		2032	14																14
LB105 Pincombe 4		2020	34				17	17	0	0	0	0	0	0	0	0	0	0	0
LB105 North Lambeth P6		2026	32									16	16	0	0	0	0	0	0
LB106		2020	171				43	43	43	43	0	0	0	0	0	0	0	0	0
LB106 North Lambeth P6		2026	205										41	41	41	41	41	0	0
LB106 (Beyond 2032)		2034	30																
LB107		2026	77										26	26	26	0	0	0	0
LB109		2030	24													12	12	0	0
LB110	Serviced	2024	14							14	0	0	0	0	0	0	0	0	0
LW100	Serviced	2020	94			31	31	31	0	0	0	0	0	0	0	0	0	0	0

Subdivisions	Serviced Year	Reg'n Year	Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
LW102	Serviced	2021	10				10	0	0	0	0	0	0	0	0	0	0	0	0
LW107	2023	2024	388							65	65	65	65	65	65	0	0	0	0
LW107	2023	2024	212							35	35	35	35	35	35	0	0	0	0
LW108	2028	2029	196												49	49	49	49	0
LW109 (Pincombe 5)	2028	2029	255												43	43	43	43	43
LW109 (White Oaks 4)	2027	2028	255												43	43	43	43	43
LW110	2027	2028	286												48	48	48	48	48
LW111	2027	2028	204												34	34	34	34	34
LW112	2027	2028	304												51	51	51	51	51
LW700	2027	2028	12												12	0	0	0	0
LW701	2027	2028	1078												108	108	108	108	108
LW702	2027	2028	9												9	0	0	0	0
TB100	Serviced	2022	363					61	61	61	61	61	61	61	0	0	0	0	0
TB100 (N. Lambeth P1)	2030	2031	242															40	40
TB101	2033	2034	112															37	37
TB105	2020	2022	143					36	36	36	36	0	0	0	0	0	0	0	0
TB106 Ph1	2020	2022	361					60	60	60	60	60	60	60	0	0	0	0	0
TB106 Ph2	2022	2024	241							40	40	40	40	40	40	40	0	0	0
TB107	2018	2022	40					20	20	0	0	0	0	0	0	0	0	0	0
Total			7212	130	351	339	328	540	426	485	326	261	344	528	583	429	506	453	499

Infrastructure Projects	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SS15A San																
North Lambeth SWM P9																
North Lambeth SWM P10																
Pincombe Drain SWM 3																
SS15C San																
Colonel Talbot PS																
SS13B San																
North Lambeth SWM P7																
Bradley Ave Wharn to Wond																
Pincombe Drain SWM4																
North Lambeth SWM P8																
Bradley Ave Jalna to Wharncliffe																
White Oaks SWM 3					X											
Wonderland Watermain Phase 1																
Wonderland Watermain Phase 2																
SS15B San																
Dingman Watermain																
North Lambeth SWM P6																
Old Oak SWM (former Contingency SWM)																
White Oaks SWM4 Ph 1																
Pincombe Drain SWM 5																
North Lambeth SWM P4																
SS14B San																
North Lambeth SWM P5																
Bradley Ave Wonderland to Bostwick																
North Lambeth SWM P3																
North Lambeth SWM P1																

West Demand and Supply Analysis

LDR Units/Year Watson Scenario	1128	1128	1128	1062	1062	1062	1062	1062	894	894	894
* 95% on greenfield lands	989	954	954	898	898	898	898	898	756	756	756
* 11% of unit construction as VLC	Capture %	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

APRIL 2018

	0	1	2	3	4	5	6	7	8	9	10
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Supply	292	209	187	141	168	149	98	83	66	0	0
Add: New Supply	69	121	97	162	116	83	120	118	45	17	0
Subtotal	361	330	284	303	284	232	218	201	111	17	0
Subtract: Demand	152	143	143	135	135	135	135	135	113	17	0
Years of Serviced Supply	2.4	2.3	2.0	2.2	2.1	1.7	1.6	1.5	1.0	0.0	0.0
Remaining	209	187	141	168	149	98	83	66	0	0	0

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

	2018 GMIS construction timing maintained
	Suggested 2019 GMIS construction timing

Subdivisions	Serviced Year	Reg'n Year	Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
T-17501_2	Serviced	2018	93	47	47	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T-16502	Serviced	2019	208		52	52	52	52	0	0	0	0	0	0	0	0	0	0	0
T-15503	Serviced	2018	44	22	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WM100	Serviced	2024	2							2	0	0	0	0	0	0	0	0	0
WM103/WM107/WM108	Serviced	2024	66							33	33	0	0	0	0	0	0	0	0
WM700	Serviced	2024	134							45	45	45	0	0	0	0	0	0	0
WH100	Serviced	2020	90			45	45	0	0	0	0	0	0	0	0	0	0	0	0
WH101	Serviced	2021	130				43	43	43	0	0	0	0	0	0	0	0	0	0
BY106	Serviced	2023	119						40	40	40	0	0	0	0	0	0	0	0
BY110/BY111	Serviced	2027	17										17	0	0	0	0	0	0
RB100	Serviced	2021	43				22	21	0	0	0	0	0	0	0	0	0	0	0
Total			946	69	121	97	162	116	83	120	118	45	17	0	0	0	0	0	0

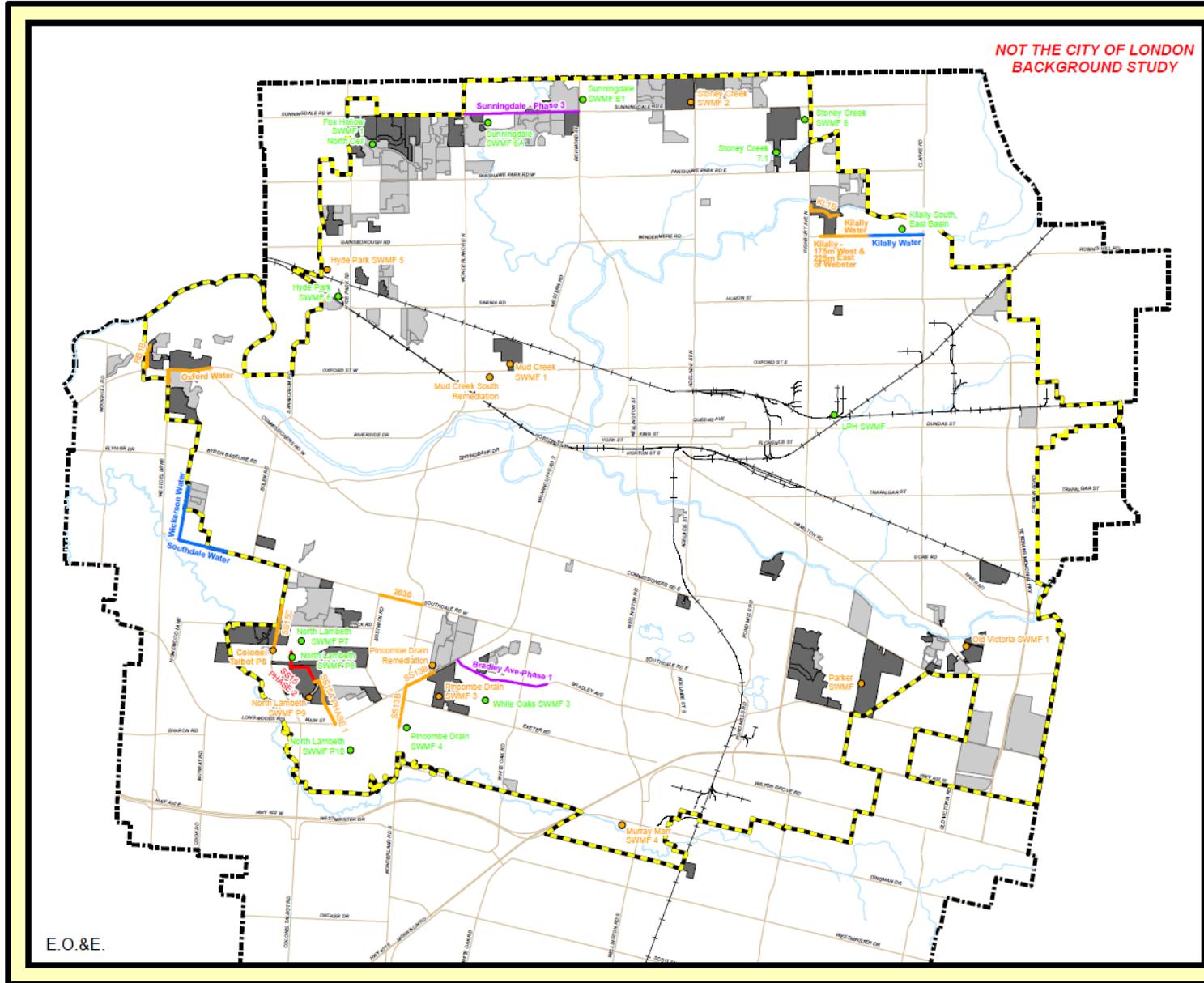
Infrastructure Project Timing	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Summercrest Watermain Ph1																
Summercrest Watermain Ph2																
Oxford St Com to West Brn																

Appendix B – 2019 GMIS Project Tables and Figures

Table A1: GMIS ANNUAL UPDATE 2019 (E&O Excepted)
DETAILED LIST OF WORKS AND COSTS BY AREA
5 YEAR PROJECTS (2019 to 2023) Apr-18

PREVIOUS GMIS TIMING	GMIS 2019 TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH	NON-GROWTH		
		DC ID	GENERAL DESCRIPTION	Service					
BUILT OUT CITY									
2019	2019	DC14-MS00011	London Psychiatric Hospital (LPH) SWMF	SWM	\$3,577,358	100%	\$3,577,358	0%	\$0
2014-2033	2014-2033	DC14-MS01002	Infill and Intensification Nodes Storm Sewer Servicing	SWM	\$13,782,913	93%	\$12,861,194	7%	\$921,719
2014-2033	2014-2033	DC14-WW02002	Infill and Intensification Nodes Sanitary Sewer Servicing	Wastewater	\$4,862,299	85%	\$4,136,236	15%	\$726,063
2014-2033	2014-2033	DC14-WD01002	Infill and Intensification Nodes Water Servicing	Water	\$10,990,381	95%	\$10,385,938	5%	\$604,443
TOTAL BUILT OUT CITY PROJECTS					\$33,212,951		\$30,960,725		\$2,252,226
NORTH									
Stoney Creek									
2027	2020	DC14-MS00036	Stoney Creek SWMF 8	SWM	\$1,130,000	100%	\$1,130,000	0%	\$0
2023	2023	DC14-MS00033	Stoney Creek 7.1	SWM	\$1,800,000	100%	\$1,800,000	0%	\$0
TOTAL STONEY CREEK PROJECTS					\$2,930,000		\$2,930,000		\$0
Sunningdale									
2020	2020	DC14-RS00017	12 (2c): Sunningdale Road-Stage 2 - Phase 3 - Richmond to Wonderland (2 to 4 through lanes)	Roads	\$18,757,609	94%	\$17,608,459	6%	\$1,149,150
TOTAL SUNNINGDALE PROJECTS					\$18,757,609		\$17,608,459		\$1,149,150
Uplands									
2020	2021	DC14-MS00038	Sunningdale SWMF E1	SWM	\$2,100,000	100%	\$2,100,000	0%	\$0
TOTAL UPLANDS PROJECTS					\$2,100,000		\$2,100,000		\$0
TOTAL NORTH PROJECTS					\$23,787,609		\$22,638,459		\$1,149,150
NORTHWEST									
Fox Hollow									
2019	2019	DC14-MS00006	Fox Hollow 1 - Phase 2	SWM	\$3,100,000	100%	\$3,100,000	0%	\$0
TOTAL FOX HOLLOW PROJECTS					\$3,100,000		\$3,100,000		\$0
Hyde Park									
2022	2022	Pre-2014 DC Study	Hyde Park SWMF 6	SWM	\$4,502,800	100%	\$4,502,800	0%	\$0
TOTAL HYDE PARK PROJECTS					\$4,502,800		\$4,502,800		\$0
TOTAL NORTHWEST PROJECTS					\$7,602,800		\$7,602,800		\$0
NORTHEAST									
Huron Heights									
2024	2022	DC14-MS00009	Kilally South, East Basin	SWM	\$4,000,000	100%	\$4,000,000	0%	\$0
2025	2022	DC14-WD00040	Kilally (A30) Growth Area - Kilally Road. (Highbury to Clarke) Phase 2	Water	\$1,770,000	100%	\$1,770,000	0%	\$0
TOTAL NORTHEAST PROJECTS					\$5,770,000		\$5,770,000		\$0
WEST									
2019	2019	DC14-WD00021	Summercrest Growth Area - Southdale (Bramblewood to Wickerson)	Water	\$1,257,181	100%	\$1,257,181	0%	\$0
2019	2019	DC14-WD00022	Summercrest Growth Area - Wickerson (Southdale to Wickerson Gate)	Water	\$1,361,030	100%	\$1,361,030	0%	\$0
TOTAL WEST PROJECTS					\$2,618,211		\$2,618,211		\$0
SOUTHWEST									
Entire Area									
2014-2019	2014-2019	DC14-GS00005	Southwest Area Environmental Assessments	SWM	\$1,000,000	100%	\$1,000,000	0%	\$0
TOTAL ENTIRE AREA PROJECTS					\$1,000,000		\$1,000,000		\$0
Lambeth									
2021	2021	DC14-MS00018	North Lambeth P10 (Dingman Tributary D2) Phase 1	SWM	\$4,300,000	9%	\$387,000	91%	\$3,913,000
TOTAL LAMBETH PROJECTS					\$4,300,000		\$387,000		\$3,913,000
Longwoods									
2020	2020	DC14-MS00030	Pincombe Drain SWMF 4 - Phase 1	SWM	\$5,354,000	100%	\$5,354,000	0%	\$0
2022	2022	DC14-RS00022	22a: Bradley Avenue Extension-Phase 1 - Jalna to Wharcliffe (4 through lanes)	Roads	\$10,755,000	100%	\$10,755,000	0%	\$0
2023	2022	DC14-MS00039	White Oaks SWMF 3	SWM	\$2,925,000	100%	\$2,925,000	0%	\$0
TOTAL LONGWOODS PROJECTS					\$19,034,000		\$19,034,000		\$0
Talbot									
2020	2020	DC14-MS00024	North Lambeth P8	SWM	\$3,950,000	100%	\$3,950,000	0%	\$0
TOTAL TALBOT PROJECTS					\$3,950,000		\$3,950,000		\$0
TOTAL SOUTHWEST PROJECTS					\$28,284,000		\$24,371,000		\$3,913,000
TOTAL 5 YEAR PROJECTS (2019 to 2023)					\$101,275,571		\$93,961,195		\$7,314,376

Note: Timing refers to the year of construction.



NOT THE CITY OF LONDON
BACKGROUND STUDY



**GMIS 2019
Draft Schedule of Works**

**0-5 Years (2019 - 2023)
YEAR OF CONSTRUCTION**

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2007 - 2017)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER

- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS

- APPROVED CONSTRUCTION PENDING



PREPARED BY: Development Services
 CREATION DATE: April 17, 2018
 LOCATION: \\cfile1\giswork\planning\projects_DABU\id_GMIS\project_timing_maps\projects\2019+_GMIS_schedule_of_works_0-5_years.mxd

E.O.&E.

Table A3: GMIS ANNUAL UPDATE 2019

(E&O Excepted)

**DETAILED LIST OF WORKS AND COSTS BY AREA
6-10 YEAR PROJECTS (2024 to 2028)**

Apr-18

PREVIOUS GMIS TIMING	GMIS 2018 TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH	NON-GROWTH		
		DC ID	GENERAL DESCRIPTION	SERVICE					
		NORTH							
		Stoney Creek							
2022	2025	DC14-MS00034	Stoney Creek SWMF 10	SWM	\$2,100,000	100%	\$2,100,000	0%	\$0
			TOTAL STONEY CREEK PROJECTS		\$2,100,000		\$2,100,000		\$0
			TOTAL NORTH PROJECTS		\$2,100,000		\$2,100,000		\$0
		SOUTHWEST							
		Lambeth							
2025	2025	DC14-WW00010	SS15B - North Talbot Growth Area Greenway PCP sewershed	Wastewater	\$2,745,674	100%	\$2,745,674	0%	\$0
2026	2026	DC14-MS00022	North Lambeth P6	SWM	\$3,000,000	100%	\$3,000,000	0%	\$0
			TOTAL LAMBETH PROJECTS		\$5,745,674		\$5,745,674		\$0
		Longwoods							
2027	2027	DC14-MS00040	White Oaks SWMF 4 - Phase 1	SWM	\$4,900,000	100%	\$4,900,000	0%	\$0
2027	2027	DC14-MS00061	Old Oak SWM 1 (former Contingent Facility A)	SWM	\$2,517,000	100%	\$2,517,000	0%	\$0
2024	2024	DC14-WD00010	Lambeth (A21) Growth Area - Wonderland (Dingman to Exeter)	Water	\$1,681,128	95%	\$1,597,072	5%	\$84,056
2026	2026	DC14-WD00009	Lambeth (A20) Growth Area - Dingman (Wonderland to White Oak)	Water	\$2,874,778	100%	\$2,874,778	0%	\$0
2028	2028	DC14-MS00031	Pincombe Drain SWMF 5	SWM	\$1,900,000	100%	\$1,900,000	0%	\$0
			TOTAL LONGWOODS PROJECTS		\$13,872,906		\$13,788,850		\$84,056
			TOTAL SOUTHWEST PROJECTS		\$19,618,580		\$19,534,524		\$84,056
TOTAL 6-10 YEAR PROJECTS (2024 to 2028)					\$21,718,580		\$21,634,524		\$84,056

Note: Timing refers to the year of construction.

Table A3: GMIS ANNUAL UPDATE 2019

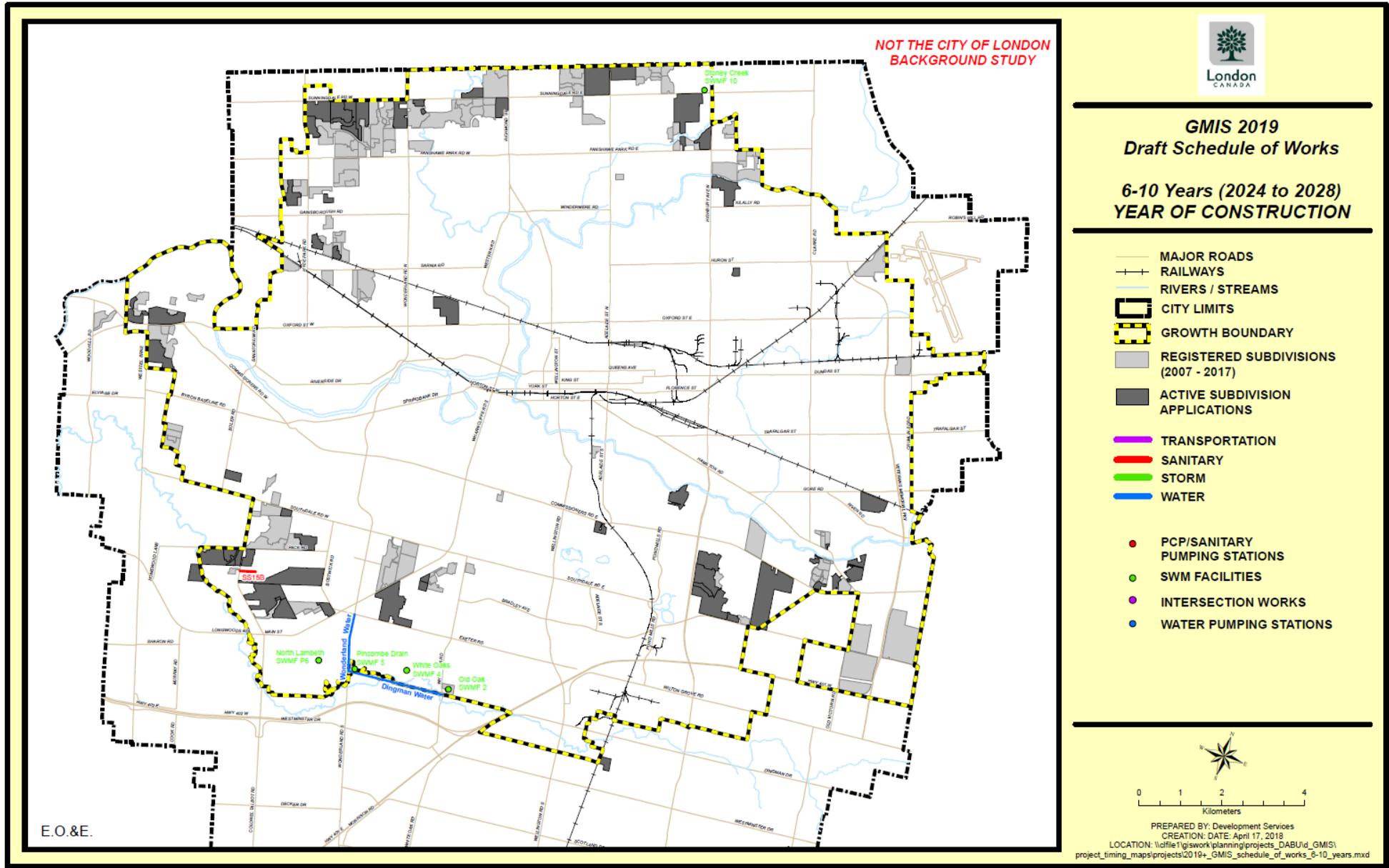
(E&O Excepted)

**DETAILED LIST OF WORKS AND COSTS BY AREA
10+ YEAR PROJECTS (2029 and Beyond)**

Apr-18

PREVIOUS GMIS TIMING	GMIS 2018 TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH	NON-GROWTH		
		DC ID	GENERAL DESCRIPTION	SERVICE					
		WEST							
		River Bend							
2032	2032	DC14-RS00052	13b: Oxford Street West-Phase 2 - Commissioners to Westdel Boume (2 to 4 through lanes)	Roads	\$4,675,000	90%	\$4,186,000	10%	\$489,000
			TOTAL RIVERBEND PROJECTS		\$4,675,000		\$4,186,000		\$489,000
			TOTAL WEST PROJECTS		\$4,675,000		\$4,186,000		\$489,000
		SOUTHWEST							
		Bostwick							
2032	2032	DC14-RS00047	22c: Bradley Avenue Extension-Phase 3 - Wonderland to Bostwick (2 through lanes)	Roads	\$6,090,000	100%	\$6,090,000	0%	\$0
2032	2032	DC14-MS00019	North Lambeth P3 (Dingman Tributary D4)	SWM	\$3,700,000	100%	\$3,700,000	0%	\$0
2033	2033	DC14-MS00017	North Lambeth P1	SWM	\$3,000,000	100%	\$3,000,000	0%	\$0
			TOTAL BOSTWICK PROJECTS		\$12,790,000		\$12,790,000		\$0
		Lambeth							
2030	2030	DC14-MS00021	North Lambeth P5	SWM	\$2,100,000	100%	\$2,100,000	0%	\$0
			TOTAL LAMBETH PROJECTS		\$2,100,000		\$2,100,000		\$0
		Longwoods							
2029	2029	DC14-MS00020	North Lambeth P4 (Dingman Tributary D3)	SWM	\$2,800,000	100%	\$2,800,000	0%	\$0
			TOTAL LONGWOODS PROJECTS		\$2,800,000		\$2,800,000		\$0
		Talbot							
2030	2030	DC14-WW00011	SS14B - Bostwick W Growth Area Greenway PCP sewershed	Wastewater	\$12,807,600	100%	\$12,807,600	0%	\$0
			TOTAL TALBOT PROJECTS		\$12,807,600		\$12,807,600		\$0
			TOTAL SOUTHWEST PROJECTS		\$30,497,600		\$30,497,600		\$0
TOTAL 10+ YEAR PROJECTS (2029 and Beyond)					\$30,497,600		\$30,497,600		\$0

Note: Timing refers to the year of construction.

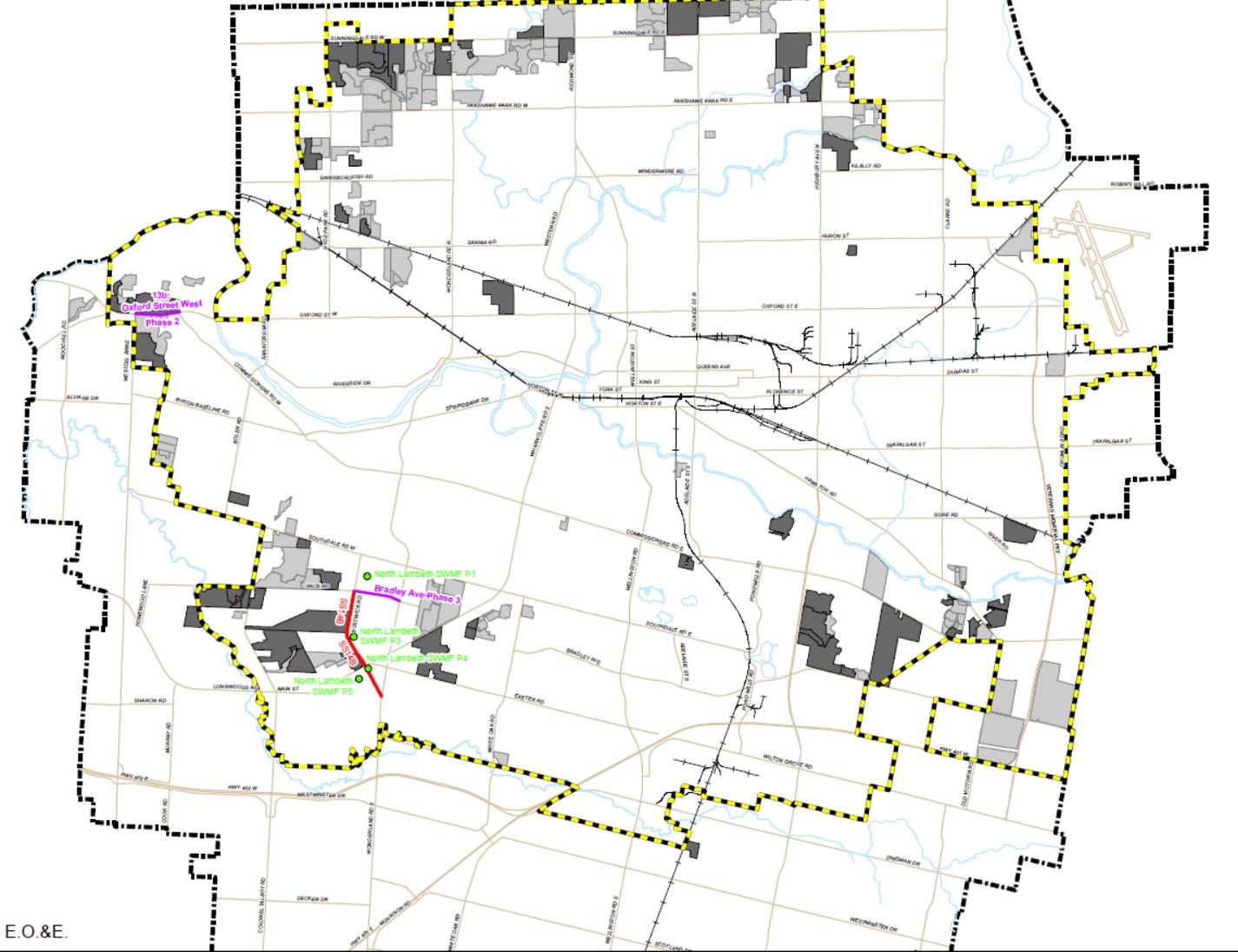


NOT THE CITY OF LONDON
BACKGROUND STUDY



**GMIS 2019
Draft Schedule of Works**

**10+ Years (2029 and Beyond)
YEAR OF CONSTRUCTION**



- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2007 - 2017)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS



PREPARED BY: Development Services
CREATION: DATE: April 17, 2018
LOCATION: \\file1\giswork\planning\projects_DABU\GMIS\project_timing_maps\projects\2019+_GMIS_schedule_of_works_10+_years.mxd

E.O.&E.

Appendix C – List of GMIS Stakeholders

Name	Organization
Adam Carapella	Tricar Group
Ali Soufan	York Development Group
Allan Churchill	Fusion Homes
Allan Drewlo	Drewlo Holdings Inc
Alasdair Beaton	Urban League
Amanda Stratton	Urban League
Amran Wali	CMHC
Andrea & John Ross	Landowner
B. Scott	1173735 Ontario Ltd.
Ben Farhi	Farhi Holdings Corporation
Bernie Bierbaum	BlueStone Properties
Bill Veitch	London Development Institute
Blair Doman	Doman Developments, Inc.
Bob Stratford	R. W. Stratford Consulting Inc
Chris Bourdeau	Futurestreets Inc.
Chris Leigh	Tricar Group
Christine Campbell	Auburn Developments Inc.
Chris Hendriksen	Stantec
Craig Linton	DevelPro Land Services
Dan Walsh	Sydenham Investments
Dara Honeywood	Z Group
Dave Schmidt	Corlon Properties Inc.
David Ailles	Consultant
David Drake	SmartCentres
Dave Nuttall	DLN Group Inc.
David Tennant Jr.	Dave Tennant Urban Concepts
David Tennant Sr.	Hampton Group Inc
Don de Jong	Tridon Group
Doug Stanlake	Consultant
George Bikas	Drewlo Holdings Inc
Eric Saulesleja	GSP Group
Gloria McGinn-McTeer	Urban League
Gord Thompson	Corlon Properties Inc.
Nandor Gortva	Infrastructure Ontario
Jamie Crich	Auburn Developments Inc.
Jeff Paul	Stantec
Jeff Thomas	Development Engineering
Jeff Willick	Decade Group Inc.
Jim Sheffield	Nicholson Sheffield Architects
Jonathan Aarts	Landowner

Lindsey Gerrish	Infrastructure Ontario
Lisa Lansink	Realtor
Lois Langdon	London Home Builders Association
Louie Maisano	Homebuilder
Mardi Turgeon	BlueStone Properties
Maureen Zunti	Sifton Properties Limited
Michael Mayo	Landowner
Michelle Doornbosch	Consultant
Mike Howe	Norquay Developments Limited
Mike Johnson	Urban Metrics Inc.
Ornella Richichi	SmartCentres
Paul Hinde	Ironstone Building Company
Peter Sergautis	Extra Realty Limited
Phil Masschelein	Sifton Properties Limited
Phillip Abrantes	Kape Developments
Ric Knutson	Kenmore Homes (London) Inc
Richard Sifton	Sifton Properties Limited
S. Graham	SegwayGroup
Sandy Levin	Urban League
Shmuel Farhi	Farhi Holdings Corporation
Stephen Stapleton	Auburn Developments Inc.
Tim Stubgen	Stantec
Todd Pierce	SmartCentres
Tony Fediw	AECOM
Tony Marsman	Rembrandt Homes
Vito Frijia	Southside Group
Wes Kinghorn	Urban League

Appendix D – Rationale for 2019 GMIS Update Project Timing Adjustments

The following sections provide commentary and rationale for project timing adjustments identified in Table 1 of the 2019 GMIS Annual Review & Update report.

Adjustments to Previously Timed 2020 Projects:

- **Sunningdale SWM E1:** During the GMIS Stakeholder Interviews, the landowner/ developer of the lands for which this facility would serve identified this project as not being needed in 2020. A deferral of this project to 2021 was requested in order to align the project with their planned development timing. As no planning application has been submitted on the benefitting lands, Staff are recommending rescheduling this project to 2021 to avoid premature investment. Rescheduling will have the added benefit of improving the financial health of the SWM DC reserve fund.

Adjustments to Previously Timed 2022 Projects:

- **Stoney Creek SWM 10:** This project was also requested for deferral during the GMIS Stakeholder Interviews. The landowner/ developer of the benefitting lands indicated that this project can be deferred from 2022 to 2025 to align the project timing with anticipated development timing. No planning applications have been submitted on the benefitting lands. Staff support the request to defer the project until 2025 to avoid premature investment and improve the financial health of the SWM DC reserve fund.

Adjustments to Previously Timed 2023 Projects:

- **White Oaks SWM 3:** This stormwater facility in the Southwest GMIS area will service a tract of residential land north of Exeter Road and east of the former Dreamers Baseball Complex. The 2018 GMIS identifies a construction date of 2023, however the benefitting lands are also to accommodate the future Bradley Road extension from Jalna Avenue to Wharncliffe Road currently timed for 2022. Staff are recommending White Oaks SWM 3 be advanced from 2023 to 2022 to align with the Bradley Road extension project timing.

Adjustments to Previously Timed 2025 Projects:

- **Kilally South, East Basin SWM:** This stormwater facility will service the eastern portion of the Northeast GMIS growth area and is currently timed for 2024 by the 2018 GMIS. Based on the growth analysis for the Northeast area, the target of a 3 year permit ready lot supply will not be met over the medium-term. To service the area, a watermain is required (A30), as is an extension of an oversized sanitary sewer to the west. While the timing of the oversized sewer is outside GMIS as it is subject to development proceeding easterly through the development area, Staff are recommending Kilally South, East Basin SWM be advanced from 2024 to 2022 to respond to future area lot supply constraints.
- **Watermain A30 (Kilally):** This watermain would extend the water system east along Kilally Road to Clarke Road. The 2018 GMIS identifies a construction date of 2025. As noted above, this service together with the Kilally South SWM facility and the extension of an oversized sanitary sewer to the west will allow this area to be developed. Staff are recommending Watermain A30 be advanced from 2025 to 2022 to align timing with other required servicing projects in the area and to respond to area lot supply constraints.

Adjustments to Previously Timed 2027 Projects:

- **Stoney Creek SWM 8:** Over the past year, Stormwater Facility catchment areas were reviewed and revised for the Stoney Creek area. For Stoney Creek SWM 8, the revised catchment area has increased in size and now will service a significant portion of a subdivision that is currently under review (39T-07502). The 2018 GMIS timing of 2027 is based on the previous catchment areas. Given the revised catchment area and as the benefitting lands would service a subdivision under review, Staff are recommending advancing Stoney Creek SWM 8 from 2027 to 2020 to align with development timing.

Appendix E – Detailed Commentary Regarding Developer Infrastructure Requests

Staff are unable at this time to support the project acceleration requests identified in Table 2 of the through the 2019 GMIS Update. As noted in the report, the City is currently undertaking several servicing master plans to determine new project timing, cost estimates and DC rates as part of the 2019 DC Background Study. As the 2019 GMIS Update represents the last GMIS under the 2014 DC by-law, several stakeholders used the consultation process to bring forward several non-GMIS and broader scale projects for consideration in the 2019 DC Study. The following requests are better suited to be addressed through the DC master planning process.

- **Kilally East Sanitary Servicing:** At present, the eastern portion of the Northeast GMIS growth area is to be serviced by a sanitary system that relies on an extension of an oversized sanitary sewer to the west that is dependent on development proceeding easterly though the development area. As such, its timing is outside the control of the City and is currently a non-GMIS project. Several stakeholders with lands further east have requested the City to review alternate sanitary servicing solutions for the area to allow for growth in the area over the near- to medium-term through the DC master plans.
- **Wonderland Rd. S. Watermain A21:** This watermain is planned to service the lands along Wonderland Road south of Hamlyn Road and north of Dingman Road and is timed for 2024 to align with the widening of Wonderland Road from Exeter Road to Highway 401. A development community stakeholder requested that this project be accelerated from 2024 to 2020 to align with the timing for the Pincombe 4 SWM facility that will also service the lands.

Through the 2018 GMIS Update, the watermain design was advanced and has been completed. It was determined that advancing the project prior to the 2024 road widening would require temporary road restoration as the watermain would need to be located under the existing pavement; a temporary road widening would also need to be constructed to maintain two lanes of traffic. These temporary costs were not included in the 2014 Water project DC rate calculations and would have to borne by the developer if the project should be advanced to before the 2024 road widening. As such, it has been requested that the project timing considered through the 2019 DC Water master plan be independent of the road works and that the cost estimate include temporary costs.

- **Bostwick Area Infrastructure:** The Bostwick area is located in the Southwest area north of Exeter Road, west of the Hydro corridor and along both sides of Bostwick Road. Projects are currently timed in this area for 2029 to 2033. Developing this area involves several DC stormwater management facilities, a sanitary trunk, water projects and road works. Several stakeholders requested moving the forward the timing of these projects through the DC master plan process to align with development interest.

Given the number and interrelationships of the projects in this area, it is important that any area-wide timing adjustments be considered comprehensively to ensure projects are coordinated with each other, greenfield area lot supply and demand, technical issues are addressed, and timing and cost estimates are reviewed in the context of implications on the recalculated 2019 Development Charge rate.

- **Dingman Area Infrastructure:** The Dingman area is located in the Southwest area of the City generally south of Exeter Road between Lambeth and White Oaks Road adjacent to the Urban Growth Boundary. Projects in this area to facilitate development are timed from 2026 to 2029. Similar to the Bostwick area, several stakeholders have requested moving forward the timing of area projects to meet development interest. Through the DC master plan process, the timing of Dingman area projects will also be reviewed comprehensively to ensure timing respond to growth needs, technical issues and implications for the future 2019 DC Development Charge rate.

- **Oxford Road W. Phase 2:** This Riverbend area project consists of widening Oxford Road W. from 2 lanes to 4 lanes between Commissioners Road West/ Kains Road and Westdel Bourne. The project is currently timed for 2032. Given the growth being experienced in the area, it has been requested that the timing of this project be advanced to 2025. This request will be assessed through the 2019 DC Transportation Master Plan.
- **Sunningdale High-Level Watermain Extension:** The lands northeast of the Adelaide/Sunningdale intersection require a high-level water service prior to development. At present, this is to be provided through an oversized watermain that is dependent on development proceeding to the west. As such, its timing is outside the control of the City and is currently a non-GMIS project. It has been requested that the City review through the DC Water master plan the possibility of providing the water main along Sunningdale Road East and aligning the timing with the DC road projected scheduled for 2025.

London Development Institute

April 30, 2018

By Email sppi@london.ca

City of London
300 Dufferin Avenue
London, Ontario
N6A 4L9

Attn.: Chair and Members of the Strategic Priorities and Policy Committee

Re: Growth Management Implementation Strategy (GMIS) 2018 Annual Review & Update

Chair and Members of the Committee,

We thank Staff for meeting with stakeholders and to listen to the Industry recommendations for the timing of 2018 GMIS projects. The City of London is continuing to experience a significant increase in the demand for new homes in 2018. Permit ready building lots continue to diminish much quicker than forecast. Revisions to the forecasted inventory in accordance to the recent Watson housing forecast report have provided some relief to this disparity.

LDI is pleased to note that our request to revise the GMIS forecast from 950 units to 1200 units in 2019 has been accommodated in the 2019 GMIS. This adjustment to the annual SF detached housing unit starts has translated to adjustments to the timing of construction for certain capital projects.

LDI also notes that a reformed, streamlined approach to the development approval process has been implemented and our preliminary results have indicated that the reformed process has reduced the time from submission to final approval by several months. LDI believes that these reforms are sustainable and continuous improvements to this process will provide positive benefits to both the industry and the City.

LDI and LHBA have expressed a concern to staff that the current housing demand forecasting model falls short in recognizing the actual number of uncommitted building lots available. The industry has confirmed to staff that once a development is approved for construction most of the lots within that development have already been purchased by builders and therefore should be removed from the vacant land inventory. Staff have committed to developing an improved model to forecast the 'vacant lot inventory' that will address this anomaly.

LDI is requesting that Council consider several recommendations for the 2019 GMIS Update that will permit the City to benefit from the current economic upswing and to ensure the sustainability of the housing market in London:

- The capital works infrastructure required to service the identified growth areas must be available prior to final approval of the subdivisions. Although the draft 2019 GMIS

562 Wellington Street
Suite 203
London, ON N6A 3R5

..... developing and planning for a strong London

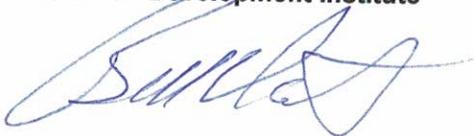
Phone: (519) 642-4331
Fax: (519) 642-7203
email: londondev@rogers.com

identifies that the proposed works will be sufficient to meet the housing demands based on the reforecast 1200 units per year, LDI recommends that the City carefully monitor the rate of building permit requests to ensure that the forecast is attained. Additionally, the location and completion of capital projects should be monitored to verify that the DC monies are spent when and where there will be the highest housing demands.

- LDI supports the City reformed and streamlined development approval process. The subdivision reform process has started to eliminate some of the redundancies in the approval process by placing the more strenuous and time sensitive studies to the beginning of the process and combining the generic design studies with the drawing review part of the process. Although the new development process has provided some positive benefits, LDI recommends that further refinements to the approval process be implemented including the current initiative to streamline draft plan approval clauses and subdivision agreements.
- LDI supports the implementation of a project that will provide a more accurate model of available lot supply. This tool will greatly improve the City's ability to forecast the requirements for location and timing of infrastructure projects.

LDI wishes to thank Development Services for their significant efforts to address the concerns expressed with respect to lack of supply – 'permit ready lots'. The continued efforts to forecast and proactively be prepared for changes in growth demands in the City will provide for the proper balance between supply and demand for future housing in London.

Sincerely,
London Development Institute



Bill Veitch
Interim President, LDI

- cc LDI Members
- cc Martin Hayward, City Manager
cc Kevin Edwards, Development Services
cc George Kotsifas, Development Services
cc Matt Feldberg, Development Services



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

London
CANADA

April 25, 2018

K. Scherr
Managing Director, Environmental and Engineering Services and City Engineer

I hereby certify that the Municipal Council, at its meeting held on April 24, 2018 resolved:

That the following actions be taken with respect to the Bus Rapid Transit Environmental Assessment Initiative:

- a) the staff report dated April 23, 2018, entitled "Bus Rapid Transit – Environmental Assessment Initiative", together with the associated presentation made by the Project Director, Rapid Transit Implementation at the April 23, 2018 meeting of the Strategic Priorities and Policy Committee, as well as the communication dated April 12, 2018, from C. Butler, BE REFERRED to the May 7, 2018 meeting of the Strategic Priorities and Policy Committee for consideration and debate, in order to allow additional time for the public and the Council Members to review the information; and
- b) the communication dated April 15, 2018, from Councillor M. van Holst, requesting that the Civic Administration assist in clarifying the Municipal Council's priorities with respect to the Rapid Transit Project, BE RECEIVED. (4.1/6/SPPC) (2018-T10)

C. Saunders
City Clerk
/hw

cc: A. L. Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer
E. Soldo, Director, Roads and Transportation
J. Ramsay, Project Director, Rapid Transit
C. Butler
Strategic Priorities and Policy Committee Deferred

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICIES COMMITTEE MEETING ON APRIL 23, 2018
FROM:	KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL & ENGINEERING SERVICES AND CITY ENGINEER
SUBJECT:	BUS RAPID TRANSIT ENVIRONMENTAL ASSESSMENT INITIATIVE

RECOMMENDATION

That on the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, with the concurrence of the Managing Director, Corporate Services and City Treasurer, the following actions **BE TAKEN** with respect to the Bus Rapid Transit Environmental Assessment Initiative:

- (a) the Recommended Preliminary Engineering Design for the BRT Network approved by Council May 16, 2017, as described in parts i) through v), **BE APPROVED** to proceed through the Transit Project Assessment Process in accordance with Ontario Regulation 231/08;
 - i) North Leg, north of Queens Avenue, consisting of dedicated centre-running transit lanes on Clarence Street, Richmond Street, University Drive, Lambton Drive, Western Road and Richmond Street to just south of Fanshawe Park Road;
 - ii) East Leg, east of Wellington Street, consisting of dedicated curbside transit lanes on King Street and Ontario Street, and dedicated centre-running transit lanes on Dundas Street, Highbury Avenue, and Oxford Street East to Fanshawe College;
 - iii) South Leg, south of King Street, consisting of dedicated centre-running transit lanes on Wellington Street and Wellington Road to south of Bradley Avenue, and transit operating in mixed traffic to the south turnaround using Holiday Avenue or the park-and-ride on Exeter Road near Bessemer Road;
 - iv) West Leg, west of the Thames River, consisting of dedicated westbound curbside and eastbound centre-running transit lanes on Riverside Drive, transit operating in mixed traffic on Wharncliffe Road, dedicated centre-running transit lanes on Oxford Street West to Wonderland Road, and transit operating in mixed traffic to the west turnaround using Capulet Walk and Capulet Lane;
 - v) The Downtown Couplet, consisting of dedicated curbside transit lanes on Queens Avenue, Ridout Street, Clarence Street, Wellington Street, and King Street;
- (b) the Notice of TPAP Commencement, attached as Appendix B, **BE FILED** with the Municipal Clerk;
- (c) the Bus Rapid Transit Project **BE SUPPORTED** for funding application under Ontario's Infrastructure Plan for Federal Government funding under the Public Transit Infrastructure Stream;

- (d) the Civic Administration **BE DIRECTED** to take all necessary steps to submit the City of London’s application for funding;
- (e) Infrastructure Ontario, **BE APPOINTED** to undertake a Procurement Options Analysis and Value for Money Assessment in accordance with the provided estimate in the amount of \$111,142.00 (excluding HST) in accordance with Section 14.3 of the City’s Procurement of Goods and Services Policy;
- (f) the financing for the Infrastructure Ontario assignment **BE APPROVED** in accordance with the “Sources of Financing Report” attached hereto as Appendix D;
- (g) the Mayor and City Clerk **BE AUTHORIZED** to execute any contract or other documents, if required, to give effect to these recommendations; and
- (h) the Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this project.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

- Civic Works Committee – June 19, 2012 – London 2030 Transportation Master Plan
- Civic Works Committee – October 7, 2013 – Bus Rapid Transit Strategy
- Civic Works Committee – July 21, 2014 – Rapid Transit Corridors Environmental Assessment Study Appointment of Consulting Engineer
- Civic Works Committee – June 2, 2015 – Rapid Transit Funding Opportunities
- Civic Works Committee – August 24, 2015 – Shift Rapid Transit Initiative Appointment of Survey Consultants
- Strategic Priorities and Policy Committee – November 9, 2015 – Shift Rapid Transit Update
- Strategic Priorities and Policy Committee – January 28, 2016 – Downtown Infrastructure Planning and Coordination
- Strategic Priorities and Policy Committee – May 5, 2016 – Shift Rapid Transit Business Case
- Strategic Priorities and Policy Committee – September 12, 2016 – Rapid Transit Implementation Working Group
- Strategic Priorities and Policy Committee – May 3, 2017 – Rapid Transit Alternative Corridor Review
- Strategic Priorities and Policy Committee – May 15, 2017 – Rapid Transit Corridors
- Civic Works Committee – July 17, 2017 - Shift Rapid Transit Additional Engineering and Legal Survey
- Strategic Priorities and Policy Committee – July 24, 2017 – Rapid Transit Master Plan and Business Case
- Strategic Priorities and Policy Committee – September 18, 2017 – Project Management Plan, Communications Plan and Consulting Fees Amendment

COUNCIL'S 2015-2019 STRATEGIC PLAN

Municipal Council has recognized the importance of rapid transit and improved mobility in its 2015-2019 – Strategic Plan for the City of London ([2015-2019 Strategic Plan](#)) as follows:

Strengthening Our Community

- Healthy, safe, and accessible city.

Growing Our Economy

- Local, regional, and global innovation; and
- Strategic, collaborative partnerships.

Building a Sustainable City

- Robust infrastructure;
- Convenient and connected mobility choices;
- Strong and healthy environment;
- Beautiful places and spaces; and
- Responsible growth.

Leading in Public Service

- Collaborative, engaged leadership; and
- Excellent service delivery.

BACKGROUND

Context

Rapid transit is the primary recommendation of the Smart Moves Transportation Master Plan (TMP), is identified in the current Official Plan, and represents a cornerstone of The London Plan and Council's 2015 - 2019 Strategic Plan.

The Shift Rapid Transit initiative has been undertaken to develop a Draft Environmental Project Report (EPR) that adheres to the legislative requirements of the *Environmental Assessment Act*, building on the Rapid Transit Master Plan. The draft EPR will provide a strategy for implementing a Rapid Transit system that will help meet the City's economic development, mobility, environmental and community building objectives while still being operationally feasible and economically viable.

The implementation of a rapid transit system will not only result in significant improvement in London's public transit system, it is a central component of London's land use and transportation policy. Rapid transit will help shape the city's future pattern of growth, encourage intensification and regeneration, and stimulate economic growth for decades to come.

Rapid transit corridors integrated with a strong conventional transit system, supportive land use planning policies and appropriate service coverage and frequency will facilitate more transit trips, reduce traffic volumes and make transit a faster, more reliable, convenient and comfortable transportation option in London.

Background

Consultation with Londoners on rapid transit has been ongoing for nearly a decade, through some of the city's largest-ever public engagement exercises, including SmartMoves 2030, the London Plan and the Rapid Transit Master Plan.

In 2013, Council approved SmartMoves 2030: The New Mobility Transportation Master Plan which aims to provide more attractive travel choices through transit service improvement and increased support for walking, cycling and carpooling. Balancing rapid transit with parallel road expansions and network improvements, the Transportation Master Plan is intended to support how all Londoners get around the City. The plan also identifies the mutually supportive relationship between rapid transit and intensified development.

The London Plan, the city's blueprint for London's future growth, was approved by Council in June 2016 and the Province in December 2016. The City's Official Plan was developed in concert with the Rapid Transit Master Plan, with each study incorporating the findings of the other. The City's Structure Plan laid out in the London Plan identifies Rapid Transit Corridors and four Transit Villages planned to encourage growth within the Primary Transit Area, to revitalize neighbourhoods and business areas and create a more sustainable, livable City.

The BRT Network was approved by Council on May 16, 2017 and, at its meeting on July 25 2017, City Council approved the Rapid Transit Master Plan (RTMP) and Business Case. The approved rapid transit corridors are shown in **Figure 1**. Since that time, the project team has been working to evaluate design alternatives along the corridors, conduct public and stakeholder consultation, and identify impacts and related mitigation measures in order to develop a recommended preliminary engineering design.

Purpose

This report seeks Council approval of the recommended preliminary engineering design for the approved BRT Network as laid out in the Draft Environmental Project Report in order to initiate formal Transit Project Assessment Process. The TPAP process will provide further opportunity to consult with agencies, stakeholders and the public.

DISCUSSION

Transit Project Assessment Process (TPAP)

Stage one of London's rapid transit initiative began in 2014 with the development of the Rapid Transit Master Plan (RTMP) and wrapped up in July 2017 with Council approval of the RTMP. The second stage will be completed using the Transit Project Assessment Process (TPAP), which is a proponent-driven, self-assessment process designed to streamline approvals of large-scale transit infrastructure projects in Ontario. TPAP is made up of pre-planning activities and a formal six-month consultation period.

As part of the pre-planning activities for TPAP, following approval of the RTMP in July 2017, the Project Team has been refining the approved BRT network by developing and evaluating alternative design options, consulting with the public and stakeholders and identifying impacts and mitigation measures.

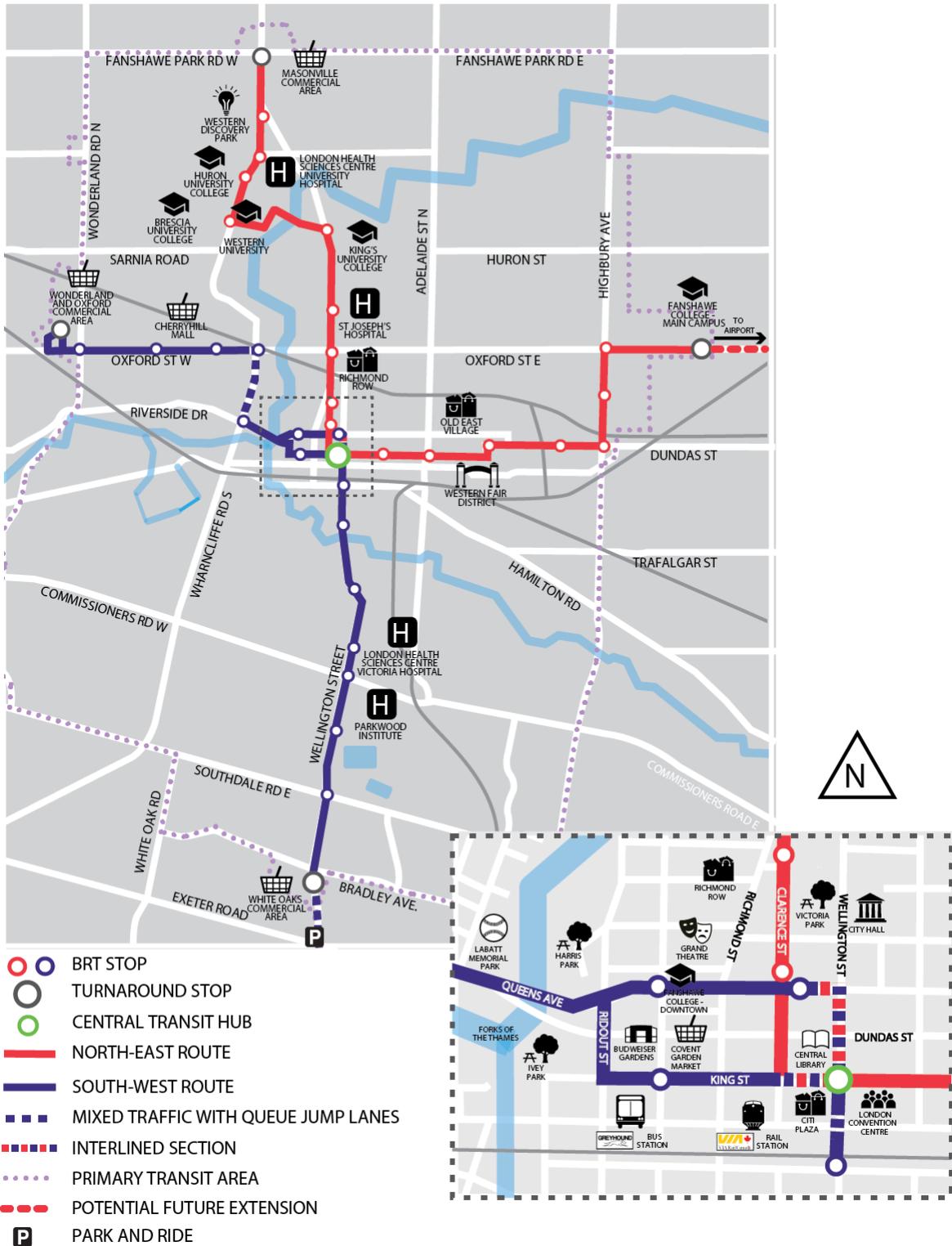


Figure 1 – Approved Bus Rapid Transit Network (May 2017)

The Project Team’s recommendations are now contained in a Draft Environmental Project Report (EPR), which describes the project and details the consultation undertaken to date.

With City Council endorsement of the recommended design for the BRT project, the Draft EPR will be circulated to the Ministry of Environment and Climate Change and relevant provincial ministries for review and comment to prepare for initiating the formal, six-month TPAP, during which, consultation with local stakeholders, property owners and businesses will continue.

The project timeline, illustrating TPAP including pre-planning activities, is outlined in Figure 2 below.

BRT Timeline

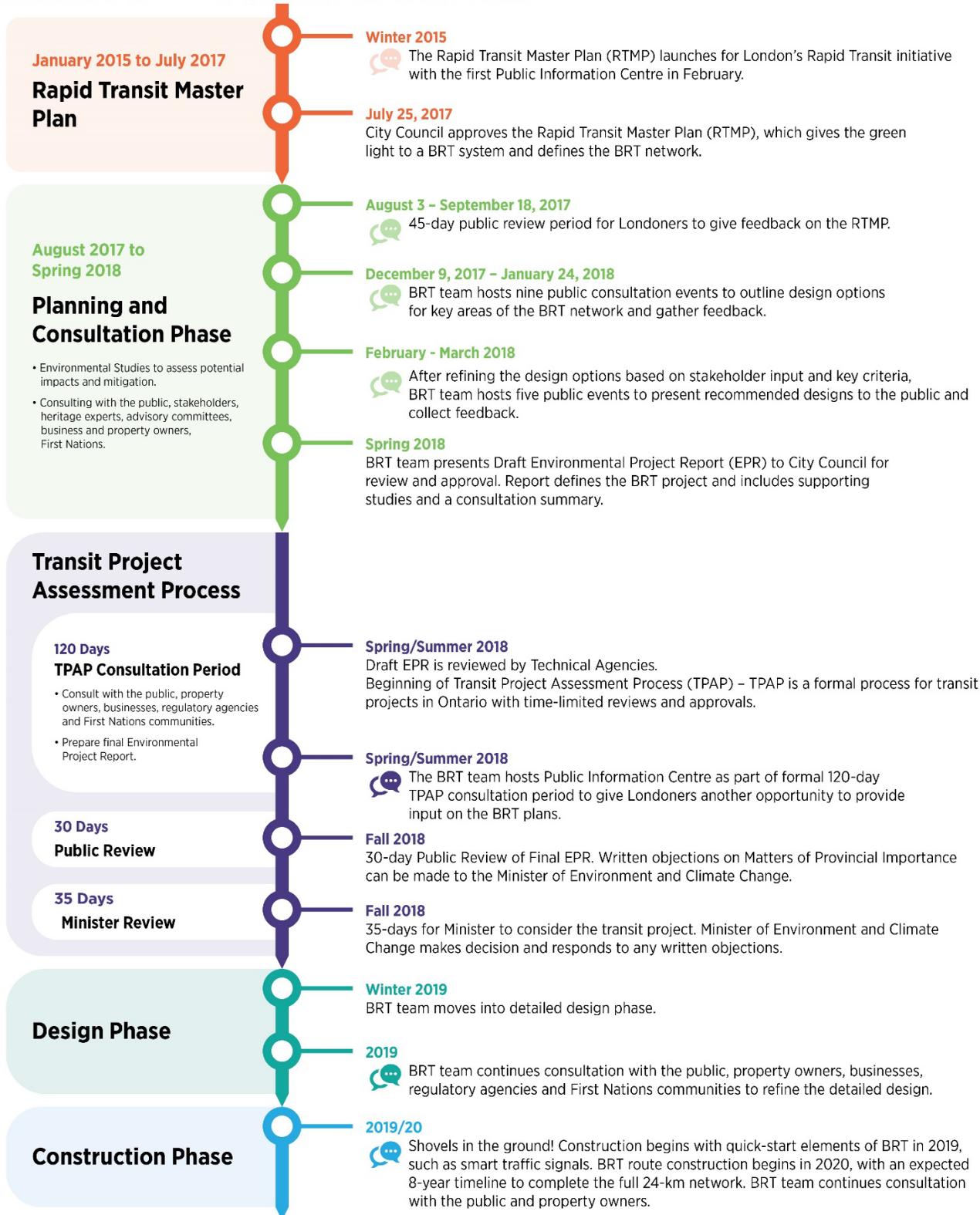


Figure 2 – BRT Project Timeline

TPAP Pre-Planning Activities

In order to develop recommended designs for the BRT network, during the TPAP pre-planning period, the Project Team weighed a number of criteria alongside stakeholder feedback. Public engagement was critical to the process. Through stakeholder and property owner meetings, Public Information Centres and Open Houses, emails and discussions, the Project Team gathered valuable feedback that influenced the recommended designs as presented. Elements of pre-planning include the following.

Development of Alternatives: The Project Team identified various options for how the BRT could look within key focus areas of the city. Examples of alternatives considered include centre-running versus curbside buses and variations on lane configurations.

Public Engagement: Throughout the pre-planning period, consultation with stakeholders and individual property owners was vital. In December 2017 and January 2018, nearly 800 Londoners attended nine Public Information Centre sessions where the Project Team presented the various BRT design options to the public and gathered feedback. In February and March 2018, the Project Team re-connected with the public and stakeholders to share the recommended designs – and gather further feedback – during five Open House events across the city. The team has held hundreds of hours of consultation between public meetings and meetings with identified key stakeholder groups including Technical agencies Group, Municipal Advisory Group, Community Stakeholder Group, Emergency Services Group, property and business owners, plus visits to various community groups and associations.

Supporting Studies: During pre-planning, experts considered a range of criteria – including everything from traffic patterns and the natural environment to heritage and culture and drainage – and completed thorough archaeological, environmental and heritage studies to protect valuable properties and minimize the project’s footprint. Like the EPR, these reports are “draft,” and further comments, including those from the Environmental and Ecological Planning Advisory Committee and the London Advisory Committee on Heritage, will be incorporated during the Ministerial Technical review prior to the Notice of Commencement.

Identifying the Recommended Preliminary Engineering Design: The Project Team’s recommended designs, as presented in the Draft EPR, are rooted in the five guiding principles of the RTMP:



The recommended designs reflect the ongoing, thorough nature of the consultation with public and stakeholders and the team’s extensive consideration and study of key criteria.

Draft Environmental Project Report

The purpose of the Draft EPR is to describe the project, document the consultation undertaken in preparation for TPAP, and identify appropriate measures to mitigate potential impacts. The Draft EPR will be circulated to the Ministry of Environment and Climate Change and relevant provincial ministries for review and comment to prepare for initiating the six-month TPAP. Public consultation including local stakeholders, property owners and businesses will continue during TPAP.

The draft EPR documents the preferred transit project, the process that was followed and the conclusions reached. This includes:

- Project purpose and background;
- Project description, including the technically preferred design of the BRT corridors;
- Description of existing conditions (including a series of technical studies such as the natural environment, cultural heritage, archaeology, noise and stormwater);
- Description of the potential negative impacts and mitigation measures;
- Description of the monitoring program;
- Required approvals and permits; and
- A record of all consultation.

During the TPAP there will be further opportunity to gather comments from agencies, stakeholders and the public. At the end of the formal TPAP consultation period, the draft EPR will be updated based on comments received. The Executive Summary of the Draft Environmental Project Report is attached as Appendix A.

RECOMMENDED PRELIMINARY ENGINEERING DESIGN

As noted above, pre-planning activities over the past eight months involved evaluating design alternatives, conducting public and stakeholder consultation, and identifying impacts and related mitigation measures to develop a recommended preliminary engineering design. The recommended design seeks to balance a high functioning RT system against property impacts, while providing for different transportation options including walking and cycling.

The team considered more than 25 criteria when evaluating design options. Criteria ranging from natural and built heritage to safety, cost and ease of construction were considered. Public and stakeholder input gathered was also critical to the process with a lot of valuable feedback received through information sessions, meetings, emails and discussions with the public and stakeholders.

The recommended design described and illustrated in the Draft EPR represents a detailed concept that has reached an approximate 30% design level. With the design advanced to this extent, the environmental assessment for BRT establishes corridor configurations and identifies conservative assumptions for project land needs. Public and stakeholder consultation will continue through the next phase of the project to minimize impacts as the design is refined.

All information and resources related to the BRT project and the entire Draft EPR can be found on the BRT website at www.shiftlondon.ca. The recommended preliminary engineering design for the entire 24-kilometre BRT network can be found under “Appendix A” of the Draft EPR on the website.

Highlights are provided for each of the corridors below.

EAST CORRIDOR

The East Corridor connects Fanshawe College to downtown and is approved to run along King Street, Ontario Street, Dundas Street, Highbury Avenue and Oxford Street.

King Street: From Wellington Street to Ontario Street, curbside BRT lanes are provided in each direction with eastbound general traffic lane(s) in-between. Based on feedback heard during public consultation, an additional eastbound through lane was added for general traffic between Wellington Street and Colborne Street to help traffic flow from the downtown area and support access to properties along this segment. The BRT platform was shifted just west of Colborne Street to better integrate with existing land uses. A 1.5 m eastbound cycle track is provided within the south boulevard.

Dundas Street: BRT lanes transition from curbside to centre-running at the intersection of Ontario Street and Dundas Street. From Ontario Street to Highbury Avenue, centre-running BRT lanes are provided with one general traffic lane in each direction. Early assessment of design options indicated that that curbside BRT option would result in significant conflicts with the underground hydro facilities, resulting in considerable cost and delay. As such, this option was eliminated from further consideration. At the same time, property constraints along the Dundas Street corridor mean limited opportunity to implement turn lanes to support access to adjacent neighbourhoods. A review of options for left-turn access from Dundas Street is on-going and will be addressed during TPAP.

Highbury Avenue: Dedicated centre-running transit lanes along Highbury Avenue will help to encourage redevelopment of London Psychiatric Hospital lands. Improvements/widening are required to the existing bridge at CPR tracks to maintain two through lanes of general traffic in each direction and sidewalks on both sides. This concept has been discussed with CPR.

Fanshawe College Turnaround: The East BRT turnaround at Fanshawe College will serve as a Transit Hub to facilitate local bus service integration. The BRT stop will be located on Fanshawe's property and includes a turnaround area. Two on-street BRT platforms are shown on the design, however, these are not to be constructed in this phase of the project but rather protect for future extension of the system to the east. Staff have held several meetings with Fanshawe College, and it is noted that they are working on updating their Campus Master Plan with BRT helping to shape that plan.

NORTH CORRIDOR

The North Corridor provides connection between downtown, St Joseph's Hospital, Western University, affiliate colleges of Brescia, Huron and King's, University Hospital and the North Transit Village at Fanshawe Park Road and Richmond Street. The approved route is along Richmond Street, Western Road, Lambton Drive, University Drive and Clarence Street.

Richmond Row: Richmond Street south of Oxford Street will have centre-running BRT lanes with one general traffic lane in each direction. Business accesses will be maintained to fullest extent possible and parking bays will also be maintained where possible for delivery vehicles. Local bus service will be removed from this portion Richmond Row as part of the integrated transit network.

Richmond North: Richmond Street from Oxford Street to University Drive will have centre-running BRT lanes with one general traffic lane in each direction. This design was selected as the preferred option from four design options presented to the public for feedback. It provides a balance of impacts to property, trees, and cultural/built heritage, as well as the most reliable transit service with acceptable impacts to general traffic flow.

A detailed traffic modelling analysis was completed to assess the potential impacts to traffic flow under the various scenarios. The model considered the larger area from Masonville area to south of Oxford Street accounting for other parallel improvements planned by the City such as removing the bottleneck on Western Road at the Rail bridge, plans for an underpass at the Adelaide Street rail crossing plus the fact that University Drive bridge will be closed to through traffic. By removing the bottlenecks on Western Road and Adelaide Street, drivers will have more options for getting to and from the core.

Today, there are two lanes in each direction on Richmond Street, but there are no left or right turn lanes and buses stop in the curb lane which means at least one of those two lanes frequently obstructed. Richmond Street does not function well today. The design for BRT in this corridor will include left-turn lanes, right-turn lanes and extended right-turn lanes to provide an area for local buses to pull out of traffic. This will ensure the single through lane provided in each direction will be clear of obstructions and flow better than the existing lanes today.

Western University: The preferred design through campus follows existing private roads with centre-running dedicated lanes along Lambton Drive and University Drive. In line with Western University's ongoing Open Space Master Plan, the route through campus will become restricted to transit and authorized campus vehicles only from University Drive bridge to Alumni Circle.

The various options for routing, lane configurations and stop locations were determined in consultation with the University. Ongoing discussions between Western and the City to reach an agreement for the construction and operation of BRT on campus continue to progress positively. The parties are working to bring forward draft agreement for Council and Board of Governors endorsements.

North Turnaround: The preferred design to expand the existing off-street terminal, offers the most reliable BRT service, easy transfers between local and BRT service and provides the most balanced location to best serve the overall North Transit Village. It also balances costs and ease of implementation, with the potential for integration with any future intensification on the site. The north leg is currently planned for construction between 2022 – 2026 providing opportunities for coordination with the property owner to effectively integrate BRT with plans for future transit oriented development.

SOUTH CORRIDOR

The South Corridor runs along Wellington Road connecting the South Transit Village at White Oaks Mall to downtown and provides service to Victoria Hospital, the Parkwood Institute and commercial lands along Wellington Road. The Draft EPR also protects for implementation of a park-and-ride facility near the Highway 401 corridor.

Lengthening the Curve: Geometric reconfiguration of Wellington Road curves south of the Thames River will improve road safety for all users. Three design options were evaluated to minimize impacts to properties, trees, grading, and cultural/built heritage.

In addition to two centre-running BRT lanes, two through lanes for general traffic are being maintained on Wellington Road, creating road widening and property impacts. The design has been optimized to mitigate property impacts as much as possible. City staff have been actively reaching out to affected property owners, keeping them informed of project details, timing and the City's process for negotiating property needs and impacts.

Multi-use Path: A multi-use path is included on the east side of Wellington Road from Bradley Avenue to Base Line Road. Carrying this path north from Base Line Road to the Thames River was examined. The multi-use path was not extended due to the resulting increase in property and neighbourhood impacts. The widened bridge over the Thames River will include a multi-use path on the east side to provide a safer connection for the Thames Valley Parkway.

South Turnaround: The southernmost BRT stop will be located on-street, south of Bradley Avenue, adjacent to White Oaks Mall. The platforms are longer than the standard 40 m platforms in order to consolidate local service which facilitates seamless and convenient transfers. Buses will continue south in mixed traffic to turn around using Holiday Avenue. The City is also currently investigating the potential for a Park-and-Ride facility near the Highway 401 corridor, in partnership with the Ministry of Transportation. In either case, driver facilities will be considered at end-of-route.

WEST CORRIDOR

The West Corridor connects the West Transit Village at Oxford Street and Wonderland Road to the downtown. Its route is approved to run along Oxford Street West, Wharncliffe Road and Riverside Drive. The west corridor provides primarily centre-running dedicated lane service with a short portion along Wharncliffe Road to operate in mixed traffic.

Wharncliffe Road North to Platt's Lane: BRT through this stretch seeks to balance providing reliable service with property constraints. Eastbound BRT lane will merge into general traffic east of Platt's Lane through use of Transit Signal Priority at the Platt's Lane intersection, and will then merge into curb lane to make right turn onto Wharncliffe Road North continuing through a short 1.0 km section of mixed traffic.

West Turnaround: The most westerly BRT stop is located on street at Oxford Street and Wonderland Road. Buses will then continue in mixed traffic to Capulet Walk and Capulet Lane which will serve as a turnaround. An additional BRT stop has been added to this location to serve nearby high-density residential areas, and integrate with the Oxford Express bus and local bus routes. A bus operator facility is planned at this end of route.

DOWNTOWN COUPLET

The downtown couplet includes Queens Avenue, King Street, Ridout Street, Clarence Street and Wellington Street. These streets form a one-way couplet operation for BRT and local buses. The couplet operation will integrate with conventional transit service sharing BRT platforms and dedicated curbside transit lanes. In certain areas in the downtown core, general traffic vehicles will be permitted to make right turns from curbside transit lanes. Some turn restrictions will be required based on safety and operational considerations. These opportunities and restrictions are shown on the preliminary engineering design drawings.

Parking: BRT recognizes the importance of providing convenient short-term parking and loading areas to facilitate business, recreational and personal service activity in the area. Refinements to the Couplet design based on feedback included the addition of loading areas on King Street at Covent Market Garden, CitiPlaza and near Ridout Street. On street parking was maintained on Queens Avenue, Ridout Street, and Wellington Street where possible. New on-street parking areas are provided on Clarence Street. In areas of the couplet where curb-running BRT lanes are converting existing parking lanes, the next phase of the project will look for opportunities to identify short-term loading and parking areas on connecting side streets.

Cycling: In areas where the BRT corridor overlaps with cycling facilities and there is limited space to provide new cycling facilities, City Staff are working toward solutions such as providing parallel cycling facilities on adjacent streets. It is noted that the City has committed to updating the Cycling Master Plan in the near future to address these concerns.

FINANCIAL IMPLICATIONS

Capital Cost Update

The Business Case for London's Rapid Transit Initiative is based on an estimated total capital cost of \$500 million in nominal dollars. This cost estimate was based on the conceptual design as prepared for the Rapid Transit Master Plan, generally representing a 5-10% level design. At the Master Plan stage, there were a number of uncertainties with respect to alignment, property required, private utilities, underground municipal services and environmental mitigation. As such, a 50% contingency was included in the initial capital cost estimate.

As the project moves from the planning stage through to formal Environmental Assessment (TPAP), the preliminary engineering design and capital cost estimates will continue to be refined and updated. Through this process, the level of cost confidence will increase and the applied contingency will be reduced.

Since the Business Case, the Rapid Transit team has been working to develop more accurate costs for major items, in addition to updating the BRT infrastructure costs based on quantities for the preliminary preferred design. The following is an update on the major cost items:

Utility Coordination Works: Where corridors are being widened for BRT, there will be a requirement to relocate some utilities including overhead and underground hydro, private telecommunications communications, gas and district energy infrastructure. The RT team is working with private utilities to ascertain costs, and applicable cost sharing arrangements. The Public Service Works on Highways Act (PSWHA) is one mechanism for assessing cost sharing while some utilities have custom agreements in place. All private utility work cost sharing will be subject to the governing agreement with the City.

Similarly, the RT team is working with EES Divisions to coordinate improvements to underground municipal services and anticipate RT conflicts, and the associated costs.

A key consideration in determining capital costs for the rapid transit project is to apportion costs between direct impacts due to rapid transit conflicts, apart from costs that are already planned as part of lifecycle replacement, and the cost associated with

upgrades to accommodate future growth. Work required within the BRT corridors due to lifecycle replacement or growth needs, but that is not in conflict with BRT, will be the financial responsibility of the service or utility. However, this work will be coordinated with construction of BRT in order to achieve cost efficiencies and avoid future service disruptions.

Land Acquisition: The Business Case included a provisional amount for property costs based on probable property requirements and representative land costs. The assumptions and preliminary analysis completed in the RTMP has been refined with development of the recommended preliminary engineering design. Significant effort has been made to minimize overall property impacts throughout the study area. The preferred plan will fully impact approximately 100 properties and partially impact approximately 400 properties. For partially impacted properties, the final extent of acquisition and associated mitigation will be determined through the next phase as part of detailed design.

Now that the alignments and design have been further advanced, Realty Services has been working to provide more accurate assessments for individual properties based on location, market trends and land use category. While property estimates will continue to be monitored as the project is refined through detailed design, land costs allotted in the Business Case are still considered to be appropriate.

Direct communication has been ongoing with potentially impacted property owners. At multiple points, project notices have been delivered to all properties within 50 m of an RT Corridor. In December 2017 and February 2018, information packages were mailed to all property owners with potentially significant impacts to their properties. The City has also been offering individual meetings with any potentially affected property owners as an opportunity to review potential impacts, answer any questions and discuss next steps.

Upon the completion of construction, there will be opportunities to re-assemble and dispose of property that is no longer required for the project, with the proceeds going back to the project.

Structures: The Business Case included costs for expansions to bridges on Wellington at the Thames, Queens Avenue at the Forks, Highbury Street at the CP tracks, and Western Road at Medway Creek, as well as replacement of the University Drive bridge on campus. Further engineering work has confirmed that some structure costs will be lower than initially planned.

BRT Stops: The conceptual BRT stop design is modular, offering flexibility to scale the design and passenger amenities at any given stop based on location, local service integration and ridership. As a result, the cost of stations can vary significantly based on the length of canopy, amenities and quality of materials. Based on the emerging station concept designs, the original costs are still considered to be appropriate.

BRT Vehicles and Operations, Maintenance and Storage Facility: The Business Case utilized a cost for BRT vehicles that included a premium to account for electric buses. Work is continuing to assess the net cost for an all-electric BRT fleet and associated charging systems. It is also noted that LTC is currently undertaking a study to look at transit facility needs over the longer term, including allowances for the BRT fleet.

Project Scope Modifications: Through the course of the Rapid Transit Master Plan and pre-planning stage for TPAP, several refinements have been made to the project scope. These include the following:

- Extension of the South BRT corridor (in mixed traffic) to connect with a planned park and ride on Exeter Road;
- Extension of the West BRT corridor (in mixed traffic) to connect with an integrated transit stop at Capulet Lane;
- Pre-building cycling facilities into intersection approaches for cross-streets where cycling routes are planned or anticipated;
- Additional three stops at Victoria/Richmond, Capulet Lane, and on Western campus; and
- Expanded terminals at Masonville Place, Western University and Fanshawe College.

Summary of Cost Updates: The Business Case appropriately included a contingency to cover the unspecified costs that will be confirmed as the project moves from high-level assumptions to detailed design. Pending cost-sharing arrangements, it is expected that costs due to the relocation of utilities may require a substantial part of this contingency. Costs for structures are projected to be lower than expected. In addition, the cost for land acquisition does not at this time reflect potential off-sets from disposing of remnant property that may be used for development.

Overall, the project capital cost can be managed within the \$500 million funding envelope. Table 1 provides a summary of updated cost estimates reflecting the preliminary design recommended in the Draft EPR.

Table 1: Recommended Preliminary Engineering Design Updated Cost Estimate

Infrastructure (\$ Millions)	North	South	East	West	Downtown	System Total
Construction Costs (incl. 25% contingency)	\$ 80.5	\$ 63.4	\$ 56.8	\$ 30.0	\$ 15.6	\$ 246.3
Engineering	\$ 11.5	\$ 9.0	\$ 8.2	\$ 4.1	\$ 2.3	\$ 35.1
Project Management						\$ 26.8
Property (incl. contingency: 20% full, 25% partial)	\$ 17.2	\$ 36.5	\$ 16.0	\$ 12.5	\$ 0.3	\$ 82.5
Private Utilities (City component)	\$ 13.6	\$ 7.1	\$ 18.7	\$ 14.7	\$ 8.6	\$ 62.7
Vehicles						\$ 32.4
Maintenance Facility Expansion						\$ 14.2
Total (Nominal\$)	\$ 122.8	\$ 116.0	\$ 99.7	\$ 61.3	\$ 26.8	\$ 500.0

Cash Flow Projections

Bus Rapid Transit cash flow financial models for both capital and operating costs have been provided in Appendix C. The evaluation is based on a tentative construction start timing of 2019, with the implementation of Quick Start elements that will highlight BRT features, providing the public early access to some facilities such as a showcase station, streetscaping and intelligent traffic signals.

Capital Cost Financial Model: Appendix C is provided to identify the anticipated BRT capital cash flow needs for the period of 2017 to 2027 (based on the July 2017 Business Case and the EA process). Cash flow needs start ahead of the anticipated construction start dates for each corridor to cover initial costs including project management, land and utilities. Quick Start and East Corridor capital expenditures are anticipated first, beginning in 2019, progressing to North Corridor in 2020 and the South Corridor in 2021. Buses and maintenance facilities capital expenditures are anticipated to begin in 2022 with expenditures in the West corridor to follow in 2023. Project management cost are anticipated throughout the life of the project.

Operating Cost Financial Model: The net increase for the annual operating costs associated with the Full BRT Network alternative based on the key assumptions would be \$12.866M annually upon implementation in 2028 (as per the July 2017 Business Case in real dollars).

Appendix C is provided to identify the anticipated phased incremental operating cost for BRT for the period of 2023 to 2028. The increased operating cost is anticipated to begin with the East corridor starting in 2023, followed by North and South corridors in 2026. The full \$12.866M BRT operating cost is anticipated to be phased in by 2028. Base operating costs of local transit service will continue to be covered through assessment growth and are not included in this model, which reflects only differential BRT operating costs.

Possible sources of funding for operating costs could be through a mix of tax levy increases, assessment growth funding, gas tax and/or fare revenues. The numbers used in the financial analysis are high level based on long term projections and will be refined through the Environmental Assessment process and future budget cycles.

The results show that without any additional sources of revenue or LTC route savings the potential tax levy increase to cover BRT operation cost could be approximately 2.2% by 2028, when the system is fully operational. Once potential fare revenues are factored in along with opportunities for assessment growth allocation and/or gas tax allocation, there is potential for the BRT operating cost to be fully funded.

Status Update: Investments from Other Orders of Government

The 2016 Federal budget included public transit funding under a new Public Transit Infrastructure Fund (PTIF) in order to improve and expand public transit systems across Canada. In May 2017, Council approved a Transfer Payment Agreement (TPA) under Phase one of PTIF with the Rapid Transit project identified to receive funding.

On January 13, 2018, after a substantial process of review of the business case, the Province of Ontario committed up to \$170 million for London's BRT initiative. The City of London has received an Agreement in Principle from the province which spells out the high level details of how the provincial investment can be used to advance the BRT initiative. In addition, a letter of commitment from Ontario's Minister of Transportation has been sent to the federal Minister of Transportation, committing to work together as the federal funding process unfolds.

Civic Administration continues to work closely with provincial officials to finalize the Transfer Payment Agreement that will finalize the details for how the provincial investment will be allocated. This agreement will include details on items such as eligible costs, the process of submitting receipts and other components governing this investment into the future of London.

On March 14, 2018, the Governments of Canada and Ontario announced the finalization of their bilateral agreement on the Investing in Canada Plan – unlocking more than \$10.3 billion for Ontario over the next decade. These investments will be organized under the following four funding streams:

Funding Stream	Federal Allocation (\$ billions)
Public Transit	\$7.5
Green Infrastructure	\$2.2
Community, Culture and Recreation Infrastructure	\$0.4
Rural and Northern Communities Infrastructure	\$0.3
Total	\$10.4

Federal investments under the Public Transit Stream will go toward improving the capacity, quality, safety of, and access to, public transit infrastructure.

The new Public Transit Stream within the Investing in Canada Plan will be similar to the Public Transit Infrastructure Fund (PTIF) – an infrastructure envelope identified and released through the Government of Canada’s 2016 Budget. Notable differences will include increased reporting requirements, a focus on capital and expansion projects rather than capital repair and rehabilitation projects, as well as new stated targets and objectives for the funding. Most importantly, the Public Transit Stream includes a 10 year commitment of long-term, predictable funding that enables longer-term planning with a much higher level of certainty for municipalities.

The Public Transit Stream includes the following federal cost share:

- Up to 40% of Total Project Costs (TPC) for municipal and not-for-profit projects in provinces
- Up to 50% of TPC for rehabilitation projects
- Up to 50% of TPC for provincial projects (i.e. without a municipal partner)
- Up to 75% of TPC for projects in the territories and for projects with Indigenous partners
- Up to 25% of TPC for for-profit private sector projects working in collaboration with an approved public entity

Also included in the agreement is the expectation that the Province of Ontario will fund a minimum of 33.33% of any municipal project, alongside up to 40% of project costs from the federal government. The remaining project costs would be the responsibility of the municipality.

Distribution of these funds to municipalities and transit systems is based solely on transit ridership, which resulted in an allocation of \$204.9 million for London.

	Transit Ridership	Federal Allocation	Provincial Investment
London	22,641,496	\$204.9 million	\$169 million

Projects not eligible for funding under this program include inter-city bus, rail, port or ferry infrastructure that are not part of a public transit system. Also ineligible are: costs incurred prior to project approval (except climate change lens assessments), cancelled

projects, land acquisition, overhead costs, financing charges, legal fees, interest payments, donations, PST, HST, regularly scheduled maintenance work, and operating expenses.

Central to this new stream is the requirement for Ontario to develop an Infrastructure Plan, which provinces will need to submit to the federal government by September 30, 2018. Infrastructure Plans will be updated annually by provinces and will serve as the provincial project pipeline for the next three years at a minimum. This means municipalities will need to plan their projects well in advance and ensure that municipal projects are included in the province's Infrastructure Plan. Projects captured in the provincial Infrastructure Plan are not automatically approved for funding, however, it will be a key tool to plan and budget for provincial investments. These Infrastructure Plans will also include a narrative section that will describe how the investments are working towards meeting the province's targets and outcomes stated in the bilateral agreement.

In terms of reporting requirements and targets, the Public Transit Stream will be much more comprehensive than any previous federal transit infrastructure program. Targets will be set for each provincial jurisdiction regarding increasing the modal share of transit and active transportation (e.g. Ontario: at least a 25% increase), increasing system coverage (Ontario: 95% population coverage in service area) and contributing to a national 10 mega-tonne GHG emission reduction. The Ontario agreement states that the modal shift target could be reviewed and adjusted by Canada and Ontario, through consultation with the Canadian Urban Transit Association (CUTA), if necessary.

Projects with federal costs exceeding \$10 million will have additional reporting requirements. This includes a Climate Lens Assessment that looks at GHG emissions and climate resiliency, as well as the Community Employment Benefits for federal target demographics (e.g. apprentices from traditionally disadvantaged communities, Indigenous peoples, women, persons with disabilities, veterans, youth, new Canadians, or small-medium-sized enterprises and social enterprises).

All projects under the Public Transit Stream will be expected to meet the highest published, applicable standard for their respective jurisdiction as well as meet or exceed energy efficiency standards laid out in the Pan-Canadian Framework. Projects are also expected to be consistent with land-use and/or transportation plans.

Following the announcement of the conclusion of the agreement, the Province of Ontario is expected to release additional details on how it will collect project lists from municipalities in Ontario. As noted above, municipal projects will be compiled into Ontario's Infrastructure Plan required to begin federal review on projects.

The majority of London's allocation under the Public Infrastructure Stream will be applied to the implementation of London's BRT initiative, noting that this specific project has already received a commitment from the Province of Ontario for approximately \$170 million. Importantly, this meets the expectations of the minimum provincial contribution for the Public Infrastructure Stream.

Civic Administration submitted the Bus Rapid Transit Initiative and Adelaide Grade Separation as the City's two priority projects during the consultation process for the bilateral negotiations. Once London's projects have been submitted by the province to the federal government, the formal review by federal officials at Infrastructure Canada can commence. Civic Administration will continue to work in partnership with the London Transit Commission and others to complete all applications and file all reports as necessary.

NEXT STEPS

Notice of Commencement of TPAP

Issuance of the Notice of Commencement starts the 120-day (4-month) consultation period of TPAP. The Notice of Commencement will be issued after the five to six weeks allocated for technical review of the draft EPR by the Ministry of the Environment and Climate Change.

During the 120-day TPAP consultation period, a consultation record will be maintained and incorporated into the final EPR. The consultation record will document all consultation undertaken during TPAP including:

- A project mailing list (with general public personal information omitted);
- A description of consultation undertaken (for example, through Public Information Centres, individual stakeholder meetings and regulatory agency meetings), including follow-up efforts with interested persons;
- Consultation activities with Indigenous communities, including summaries of meetings, discussions, and a record of comments and responses;
- Summary of comments submitted by interested persons including project team responses, if required;
- Assessment of impacts, both positive and negative, and reasoning and potential significance; and,
- A summary of the incorporation of stakeholder comments.

Refining the Environmental Project Report (EPR)

During the 120-day TPAP consultation period, the final EPR will be prepared to include all information required under O. Reg. 231/08. The final EPR will outline the impacts of the technically preferred design on the natural, cultural and socio-economic environments, and their interrelationships. The EPR will describe the net effects of the project, proposed measures to mitigate negative impacts and identify how the effectiveness of those measures will be evaluated.

30-Day Comment Period and Minister's Decision

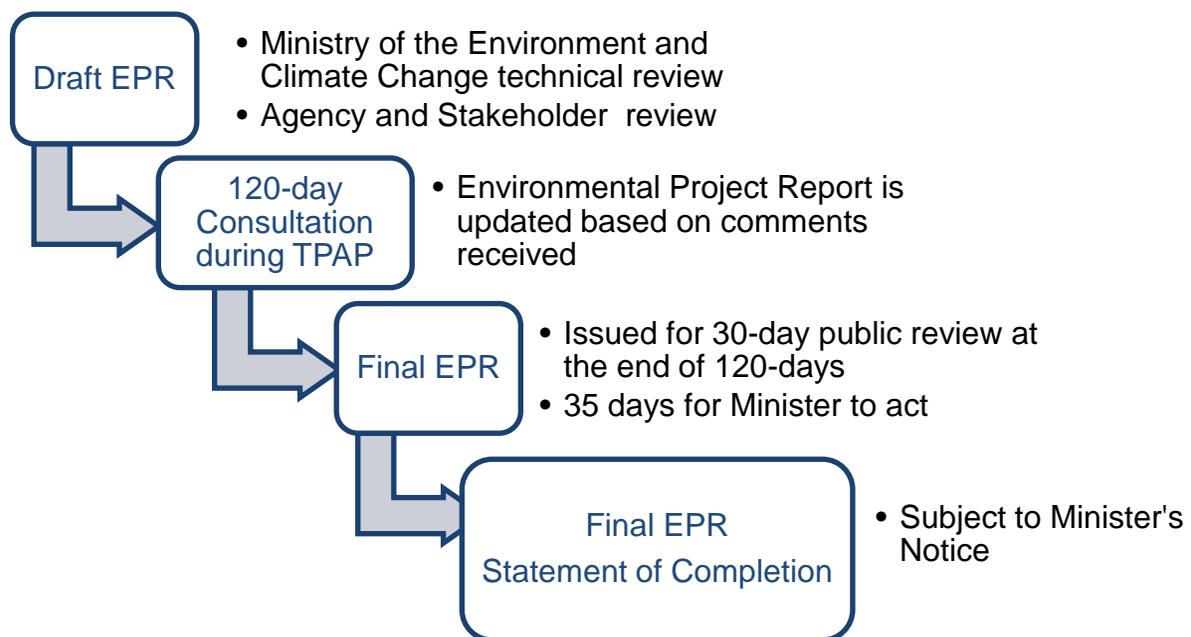
At the end of TPAP (a maximum of 120 calendar-days after the Notice of Commencement is distributed), the Notice of Completion must be issued. This starts the 30 calendar-day public review period of the final EPR. The final EPR will be available on the Shift website, at Library Branches, at the Rapid Transit Implementation Office and at City Hall. During this 30-day period, if a person, regulatory agency, or Aboriginal community has concerns about the project, objections can be submitted in writing to the Minister of the Environment and Climate Change for consideration. The Minister only considers submissions related to matters of provincial importance.

Following the 30-day public review period, the Minister has 35 calendar days to act on matters of provincial importance, including any written submissions from the public or interested persons. The Minister must determine if there is a negative impact on a matter of provincial importance or a constitutionally protected Aboriginal or treaty right.

The Minister can act in three ways:

1. Allow the City to proceed with the transit project in accordance with the EPR,
2. Require the City to conduct further work and submit a Revised EPR; or,
3. Allow the City to proceed with the transit project in accordance with the EPR, subject to conditions.

If the Minister does not act within the 35-day period, then the TPAP process is considered complete and the City can continue with implementation of the BRT system as detailed in the EPR. However, it is expected that the Minister will act and provide a notice in response to this transit project.



Project Schedule

Preliminary engineering design (30% design) of the BRT network will be completed as part of the TPAP. Detailed design will progress through 2019, with the possibility of advancing some “quick start” elements of BRT in 2019. Initial plans could include a prototype BRT stop, streetscape improvements or some smart traffic signals.

Implementation of the BRT network will be phased, beginning with the construction of dedicated lanes in the downtown core starting in 2020 and advancing eastward. Between 2022 and 2028, BRT construction will continue through the north, south and west corridors, with Londoners able to begin riding BRT as each leg of the system is complete.

Procurement Options Analysis

With Council’s direction, the City has been engaging in discussions with Infrastructure Ontario to complete the Procurement Options Analysis which will help facilitate the City’s decision making for the selection of a preferred delivery model that should be used for the project (i.e. design build, traditional procurement). The Minister of Infrastructure provided direction to the Ontario Infrastructure and Lands Corporation (Infrastructure Ontario) in February of 2018 to provide advice and services in relation to London’s BRT system.

Infrastructure Ontario uses an approach to modern project delivery called Alternative Financing and Procurement (AFP). The AFP model is guided by a government policy framework. Infrastructure Ontario AFP approach is used for public sector projects with a capital cost over \$100 million or projects that involve significant risk and complexity. Infrastructure Ontario works closely with public sector project owners and sponsors to deliver projects successfully in partnership with the private sector. Infrastructure Ontario has significant experience with AFP, development of performance based specifications, project agreements, and payment mechanisms.

Infrastructure Ontario uses a tool called a value for money (VFM) assessment to compare the total project costs for different delivery models (e.g. AFP vs. traditional methods) and determine whether the choice of proceeding with AFP represents the best value proposition. Infrastructure Ontario's assistance will help facilitate the City's decision-making for the selection of a preferred delivery model.

The source of financing in support of engaging Infrastructure Ontario to undertake a procurement options analysis and value-for-money assessment is attached as Appendix D. Contract Procurement Section 14.3(c) of the Procurement of Goods and Services Policy allows a procurement to be conducted using a sole source if the service is unique to one supplier with no alternative or substitution. Infrastructure Ontario is the only entity that is able to provide the required services.

SUMMARY

Following Council approval of the Rapid Transit Master Plan in July 2017, the project team has progressed TPAP pre-planning activities involving evaluation of design alternatives, conducting public and stakeholder consultation, and identifying impacts and related mitigation measures to develop a recommended preliminary engineering design. The recommended design balances a high functioning RT system with mitigation of property impacts and providing for transportation options that move more people, more efficiently.

This report requests Council to approve the recommended preliminary engineering design for the approved Bus Rapid Transit Network in order to initiate the formal Transit Project Assessment Process consultation for the Draft Environmental Project Report.

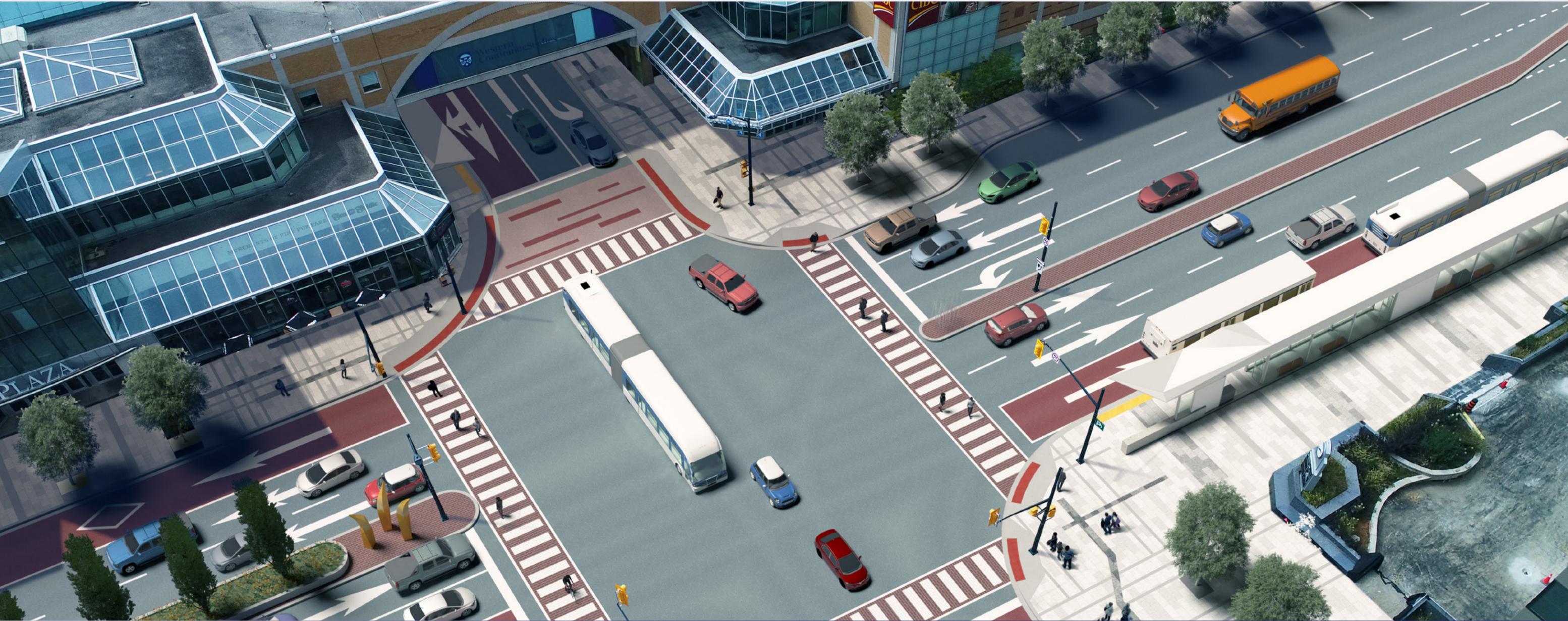
Acknowledgements

In addition to the efforts of the Rapid Transit Team, this report was prepared with the assistance of Project Team members from LTC Project Partners, Financial Planning & Policy, Realty Services, Planning Services and Government Relations.

SUBMITTED BY:	REVIEWED & CONCURRED BY:
JENNIE A. RAMSAY, P.ENG. PROJECT DIRECTOR, RAPID TRANSIT	EDWARD SOLDO, P.ENG. DIRECTOR, ROADS AND TRANSPORTATION
CONCURRED BY:	RECOMMENDED BY:
ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER	KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES & CITY ENGINEER

Attach: Appendix A – Draft Environmental Project Report Executive Summary
Appendix B – TPAP Notice of Commencement
Appendix C – Capital and Operating Financial Models
Appendix D – Infrastructure Ontario Assignment Source of Financing

cc. London Transit Commission
Rapid Transit Implementation Working Group



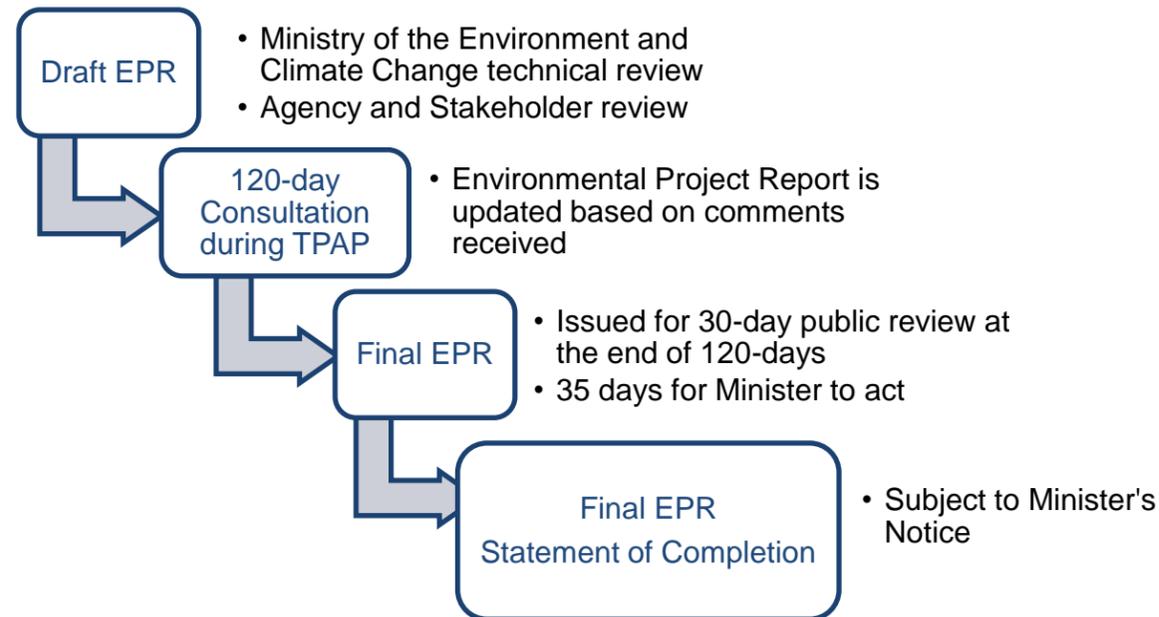
London Bus Rapid Transit Transit Project Assessment Process Environmental Project Report — DRAFT

Draft Environmental Project Report (April 2018) – About this Document

This draft Environmental Project Report (EPR) has been prepared to satisfy the requirements of the Transit Project Assessment Process (TPAP, O. Reg. 231/08).

This document is a draft and will undergo technical review by the Ministry of Environment and Climate Change (MOECC), as illustrated in the **Exhibit 1** below.

Exhibit 1 – Process from Draft EPR to Final EPR



However, this report is written as if it is the Final EPR, at the end of the 6-month TPAP, with the intent of streamlining the review process during TPAP. As a result, certain sections are in-progress, and certain sections will be updated before and during TPAP, including:

- Section 5: Public consultation during the 120-day TPAP process will be conducted to allow the public more opportunity to review and provide input on the design. Comments from the public, stakeholders, regulatory agencies and Indigenous communities will be collected, considered and incorporated into the EPR during the 120-day period
- Sections 2, 4 and Appendix A: Design refinements may be incorporated based on feedback received from the public and technical agencies.
- Sections 6 and 7: Permits, approvals, and commitments to future work will be updated based on feedback received from the public and technical agencies.
- Appendices: A number of technical supporting studies were completed and are currently under review by the City of London's Advisory Committees and provincial Ministries. When comments from these bodies are received, the appendices will be updated.

At the end of the 120-day consultation period, the final EPR will be published and the 30-day public review period will commence. Interested persons will be able to review the final EPR and submit written objections to the Minister of MOECC on matters of provincial importance. This process is illustrated in the timeline below.

BRT Timeline

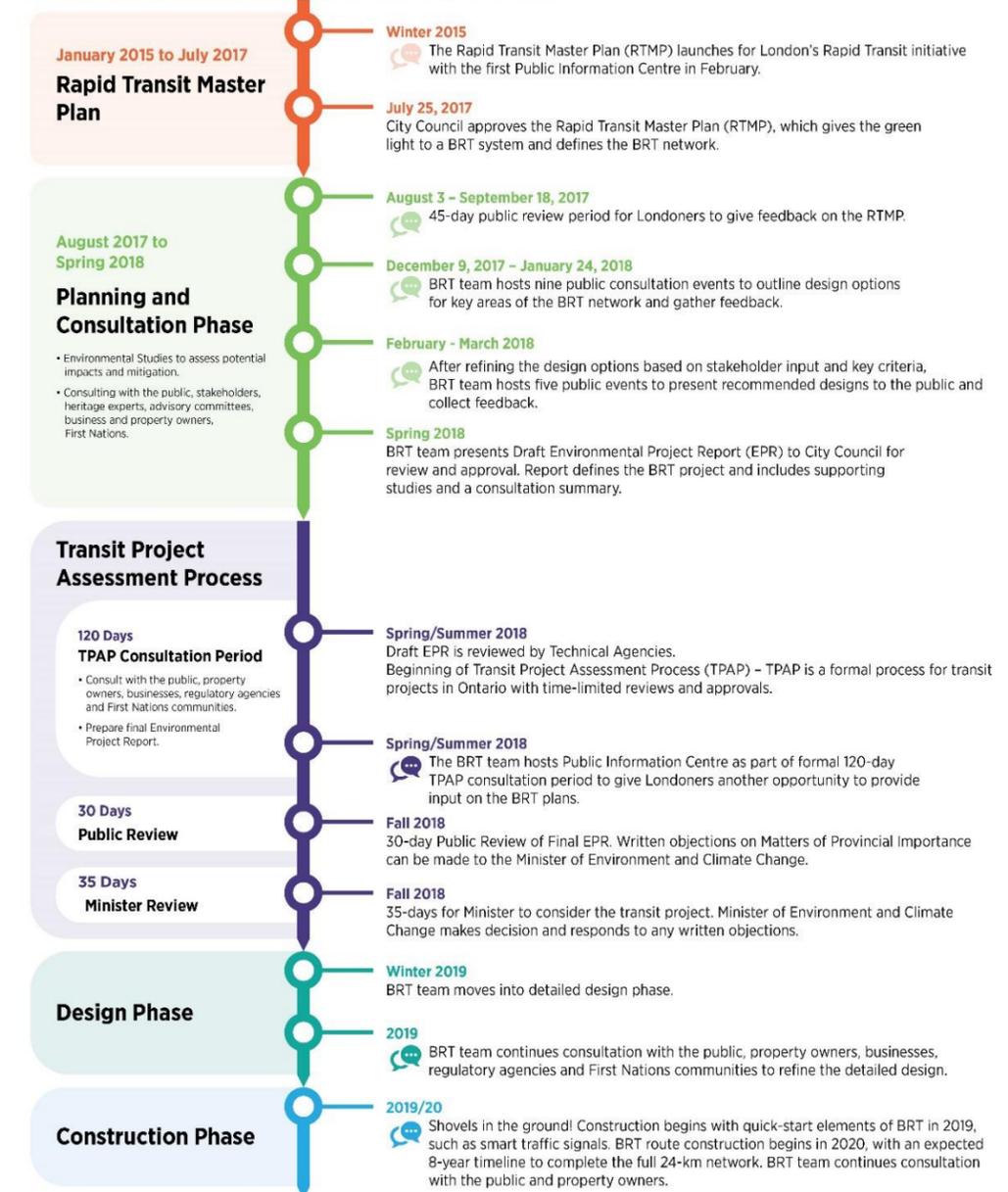


Table of Contents

- Executive Summary..... ii**
- ES.1 Introduction ii**
 - Study Area..... iii
 - Related Studies iii
 - Background iii
 - The Transit Project Assessment Process (TPAP) iv
 - Environmental Project Report Structure v
- ES.2 Project Description v**
 - Land and Property Requirements xi
 - Project Implementation xi
- ES.3 Existing Conditions..... xi**
- ES.4 Impact Assessment, Mitigation and Monitoring xi**
 - Transportation..... xi
 - Utilities..... xii
 - Natural Environment xii
 - Socio-Economic Environment xiii
 - Cultural Environment xiii
- ES.5 Consultation Process xiii**
 - Notification Protocol..... xiv
 - Master Contact List..... xiv
 - Consultation during the Pre-Planning Phase..... xv
 - Consultation with the Ministry of the Environment and Climate Change... xv
 - Rapid Transit Implementation Working Group..... xv
 - Consultation Groups xv
 - Public Meetings xv
 - General Public and Property Owners Correspondence..... xvi
 - Indigenous Community Engagement xvi
 - Consultation during the Transit Project Assessment Process xvi
 - Future Consultation..... xvi
- ES.6 Permits and Approvals xvi**
- ES.7 Commitments to Future Action xvii**
 - Matters of Provincial Importance and Indigenous or Treaty Rights..... xviii

EXECUTIVE SUMMARY

ES.1 Introduction

The City of London (the City) is located in southwestern Ontario with a population of 383,822¹. Based on the current population, London is the largest city in Canada without a rapid transit system. The London Plan (2016) forecasts 77,000 new residents and 43,000 more jobs by 2035. Recent forecasts completed as part of the ongoing Development Charges Background Study have updated population growth to 84,000 new Londoners by 2039. The introduction of Rapid Transit will help London continue to attract growth, and provide more transportation options to help the existing population travel through the City more efficiently.

The City of London has undertaken several studies over the last decade related to improving transit reliability and frequency. The City’s new growth management strategy, as outlined in The London Plan (2016), aims to balance how London grows by promoting the efficient use of infrastructure through transit oriented development to create a more sustainable and livable urban form.

As part of achieving this aim, the City proposes a Bus Rapid Transit (BRT) system, with dedicated transit lanes, as illustrated in Exhibit ES- 1 and Exhibit ES- 2, which will:

- Manage growth and transportation capacity constraints;
- Improve transit reliability, travel times, and service frequencies;
- Create an environment that supports investment in higher density, mixed-use residential, and commercial developments;
- Increase resiliency to climate change; and,
- Offer a mode of transportation that is an attractive alternative to the personal vehicle.

London’s Rapid Transit Initiative Master Plan (RTMP) (2017) examined transit corridors in London to identify a Rapid Transit (RT) network that will integrate with the existing transit system and land uses (current and future). The study was undertaken as a Master Plan in accordance with the requirements of the Municipal Class Environmental Assessment (MCEA) (2000, as amended to 2015). A preferred RT network was developed based on guiding principles set out by the City, and was approved by London’s City Council on July 25, 2017. The RTMP defined BRT as the transit technology, the network of streets with dedicated transit lanes, and the preliminary list of Rapid Transit stops (Exhibit ES- 3).

The City proposes to create this BRT network of dedicated transit lanes and is evaluating the environmental effects of this transit project in accordance with the Transit Project Assessment Process (TPAP).

Exhibit ES- 1: King Street at Wellington Street, Looking North



Rendering may not represent final design.

Exhibit ES- 2: Wellington Road at Commissioners Road, Looking North



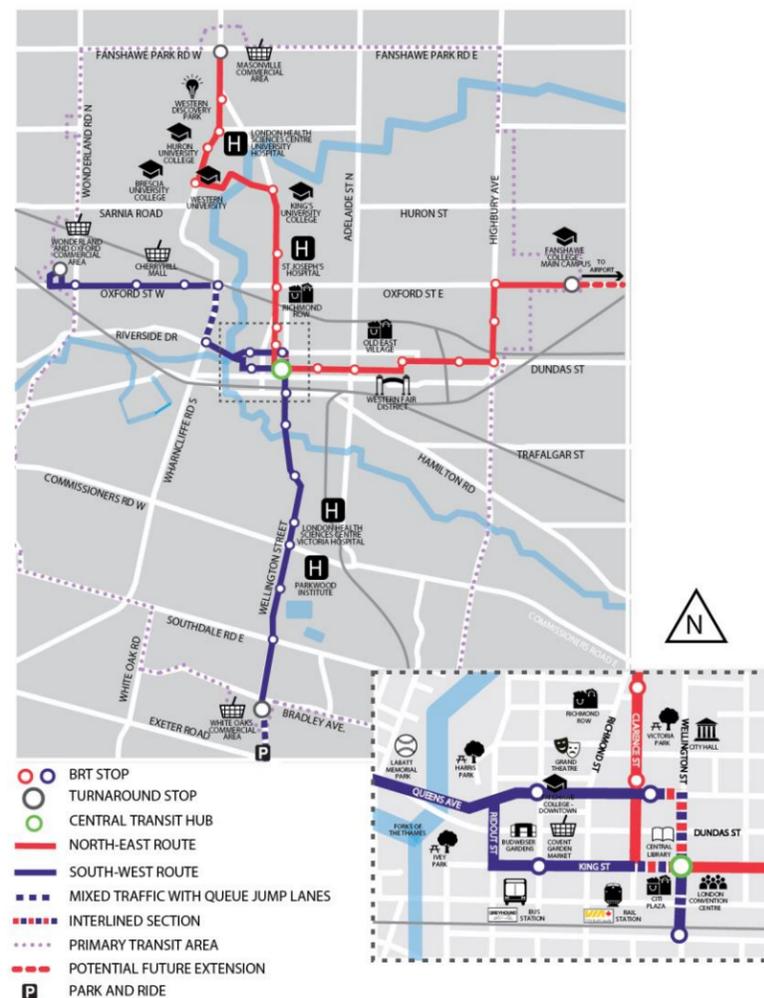
Rendering may not represent final design.

¹ Census Profile, 2016 Census.

Study Area

The study area for this TPAP includes the corridors identified in the RTMP for the approved BRT network (Exhibit ES- 3). The approved BRT network has been refined since the Rapid Transit Master Plan (RTMP), based on stakeholder and public consultation. The transit project is made up of a north-east route and a south-west route totaling approximately 24 km of primarily dedicated transit lanes, and a park-and-ride facility located off of Exeter Road near Wellington Road, north of Highway 401.

Exhibit ES- 3: London's Bus Rapid Transit Network



Related Studies

While the development of a Rapid Transit strategy has been on-going for nearly a decade, the RTMP is built on two important planning documents.

Smart Moves 2030: The New Mobility Transportation Master Plan (2013) aims to provide more attractive travel choices through transit service improvement and increased support for walking, cycling and carpooling. Balancing Rapid Transit with parallel road expansions and network improvements, the Transportation Master Plan is intended to support how all Londoners get around the City. The plan also identifies the mutually supportive relationship between Rapid Transit (RT) and intensified development.

The London Plan (City of London Official Plan, Council Adopted 2016) builds off of the Provincial Policy Statement (2014), encouraging infill development and increased density in many areas of the city to promote walkability, revitalization of neighbourhoods and business areas, and balancing the costs associated with outward growth. Included is the City Structure Plan which identifies three different policy areas:

- **Urban Growth Boundary** – boundary between urban and rural London, within which all future urban development will occur.
- **Primary Transit Area** – centrally located area that will accommodate residential intensification, and improvements to transit and active transportation facilities. The goal is for 75% of all intensification to occur within the Primary Transit Area.
- **Central London** – central area that contains the downtown, and will accommodate intensification with the potential for greater heights and densities than in other neighbourhoods. This area will also have a high standard for urban design, and support high-quality pedestrian, cycling and transit environments.

The City Structure Plan also identifies RT Corridors that radiate from downtown to four Transit Villages, which are planned to become higher density mixed-use neighbourhoods and business areas located around RT stops.

Many other policies, studies, and recently completed or on-going plans and environmental assessments have been considered in the development of this transit project.

Background

The vision for London's Bus Rapid Transit is built on the directions and policies set out in the London Plan, as well as five guiding principles established through the RTMP.

Principle 1: Economic Development and City Building

Positioning London to attract new talent, jobs, and investment, will help sustain economic prosperity for all residents and businesses. The system will connect and invigorate major institutions, support the city-building efforts underway in the downtown, and enhance London's ability to attract new residents and investments. BRT will help realize the vision of the growth management strategy that focuses on promoting infill and intensification in strategic areas.

Principle 2: Transportation Capacity and Mobility

Improving travel options for all residents will be an important step in mitigating and managing congestion in London. Dedicated BRT lanes will make public transit more

reliable, improve travel times, and enhance the user experience. This can be a catalyst for shifting mode choice away from personal automobiles to other sustainable modes. Integrating with active transportation modes (such as walking and cycling), with a focus on enhancing the street-level experience for pedestrians, and connecting to regional transportation hubs, will position BRT as a keystone of London’s emerging multi-modal transportation network.

Principle 3: Community Building and Revitalization

Rapid Transit needs to do more than just move people; it needs to create a sense of place and civic pride in the communities it connects. The system needs to improve accessibility for all residents across the city, not just those living in close proximity to a BRT stop. Most importantly, BRT needs to help revitalize the City by attracting new growth and supporting compact and complete developments in strategic areas. Increasing density must be done strategically in order to create a vibrant, safe and inviting experience for pedestrians at street level.

Principle 4: Ease of Implementation and Operational Viability

BRT will travel along busy roadways and through existing vibrant communities that will need to continue to function through the construction period. During construction there will be localized impacts to traffic and access along the corridors. Minimizing disruptions and impacts during implementation is important, and the City will work closely with residents and local businesses. Once completed, the dedicated transit lanes will be able to adapt operationally for future technologies. Success of the BRT network also requires the system to be financially sustainable in the short and long-term.

Principle 5: Fiscal Responsibility and Affordability

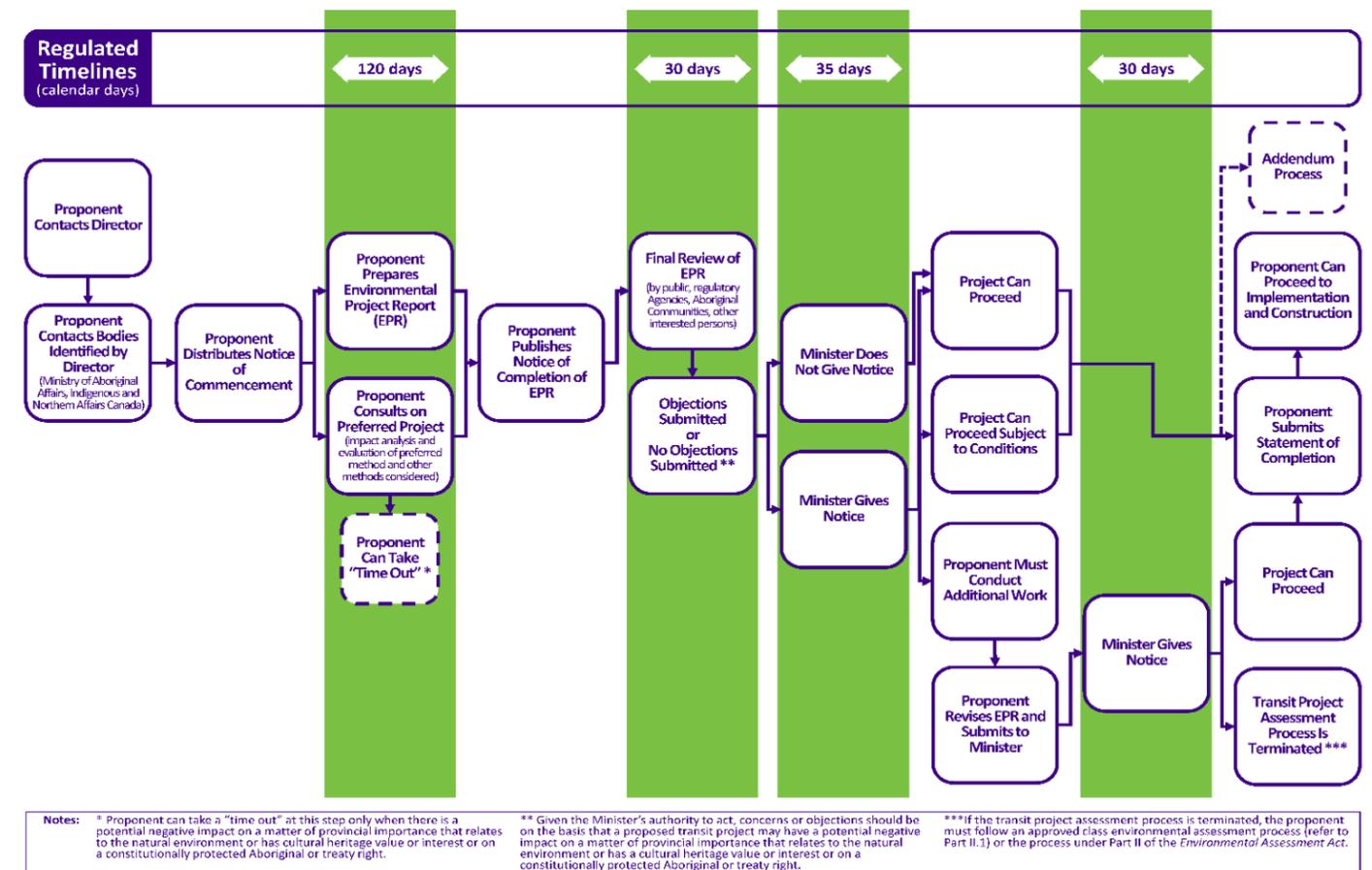
Fiscal responsibility will be achieved by considering the return on BRT corridor investments in terms of ridership, transit user time savings and other transportation and environmental benefits. Affordability means balancing the financial resources required over the life of the project to maintain a healthy financial position.



The Transit Project Assessment Process (TPAP)

This study was completed in accordance with *Ontario Regulation 231/08: Transit Projects and Metrolinx Undertakings* under the *Environmental Assessment Act* (Ontario). The TPAP, as defined by this regulation, is required to be completed within six months of being initiated. The process includes consultation with a variety of interested persons and agencies, identification of potential impacts, mitigation measures, and corresponding documentation of the project. This draft Environmental Project Report does not include any alternatives considered during pre-planning, as the TPAP starts with a defined transit project and is a focused impact assessment of that project. Exhibit ES- 4 illustrates the overall process and timelines.

Exhibit ES- 4: Transit Project Assessment Process²



² Ontario Ministry of the Environment and Climate Change, Guide to Environmental Assessment Requirements for Transit Projects, <https://www.ontario.ca/page/guide-environmental-assessment-requirements-transit-projects>

Environmental Project Report Structure

The location of information to satisfy the requirements of *Ontario Regulation 231/08* is provided in Exhibit ES- 5.

Exhibit ES- 5: EPR Requirement Table

Requirement	Section
A statement of the purpose of the transit project and a summary of any background information relating to the transit project;	1.1, 1.3
A final description of the transit project including a description of the preferred design;	2
A description of any other design methods that were considered once the project commenced the TPAP (Note: Does not include any alternatives considered during pre-planning as TPAP starts with a transit project and is focused on an impact assessment of that project);	To be addressed during TPAP
A map showing the site of the transit project;	1.2
A description of the local environmental conditions at the site of the transit project;	3
A description of all studies carried out, including a summary of all data collected or reviewed and a summary of all results and conclusions;	3, 4
The assessments, evaluation and criteria for any impacts of the preferred design method and any other design method (described above) that were considered once the project's TPAP commenced (does not include pre-planning work);	4
A description of any proposed measures for mitigating any negative impacts the transit project might have on the environment;	4
If mitigation measures are proposed, a description of the proposal for monitoring or verifying the effectiveness of the mitigation measures;	4
A description of any municipal, provincial, federal, or other approvals or permits that may be required;	6
A consultation record, including: <ul style="list-style-type: none"> • A description of the consultations and follow up efforts carried out with interested persons, including Indigenous communities; • A list of the interested persons, including Indigenous communities who participated in the consultations; • Summaries of the comments submitted by interested persons, including Indigenous communities; • A summary of any discussions with Indigenous communities including discussions of any potential impacts of the transit project on constitutionally protected Indigenous or treaty rights, and copies of all written comments submitted by Indigenous communities; and, • A description of what the proponent did to respond to concerns expressed by interested persons, including Indigenous communities. 	5
If a "time out" is taken during the transit project assessment process, a summary of each issue including: A description of the issue; A description of what the proponent did to respond to the issue and the results of those efforts; and, The dates that notices for the "time out" were given to the Director and the Regional Director.	Not applicable

This draft Environmental Project Report (EPR) summarizes the work completed in preparation for initiating the TPAP. The draft report will be circulated to the Ministry of Environment and Climate Change (MOECC) and relevant provincial ministries prior to initiating the six-month TPAP.

During the 120-day TPAP consultation period, the project team will consult with interested parties and the public regarding the project. The draft EPR will be finalized, incorporating comments received. The EPR will be submitted to the MOECC within 120 days of issuing the Notice of Commencement, and will be issued for a 30-day public review.

ES.2 Project Description

The 24 km BRT Network has two routes: North-and-East, and West-and-South, with a total of 38 stops.

The two BRT routes and associated stop locations are illustrated in Exhibit ES- 6 and Exhibit ES- 7. The BRT network is proposed to operate seven days a week, from 6 a.m. to 12 a.m. (midnight). The London Transit Commission (LTC) five year service plans includes extending operating hours to 1 a.m. in 2019. The north-east route is planned to have a bus every five minutes to serve forecasted transit ridership demand during peak periods, and 10 off-peak. The south-west route is planned to have 10-minute bus frequency during morning and afternoon weekday peak periods as well as off-peak. Riders will be able to transfer between the two routes at the Central Transit Hub, located at the corner of Wellington Street and King Street in downtown London, as well as at the intersection of Queens Avenue and Clarence Street.

The BRT fleet will include 28 new articulated buses.

The procurement of the vehicle fleet will consider including features such as:

- Higher passenger capacities (up to 130 passengers) than standard 40' buses;
- Faster boarding and alighting through three bus doors (front, middle, back);
- Accessibility features including low floor, wide aisles, automated stop announcements and display system, and dedicated priority seating and allocated mobility aid spaces;
- Smart buses equipped with technology such as a traffic signal priority system, a smart fare card system, automatic passenger counters, computer aided dispatch and automatic vehicle location; and,
- Cycling racks on buses.

Exhibit ES- 6: North-and-East Route Key Plan

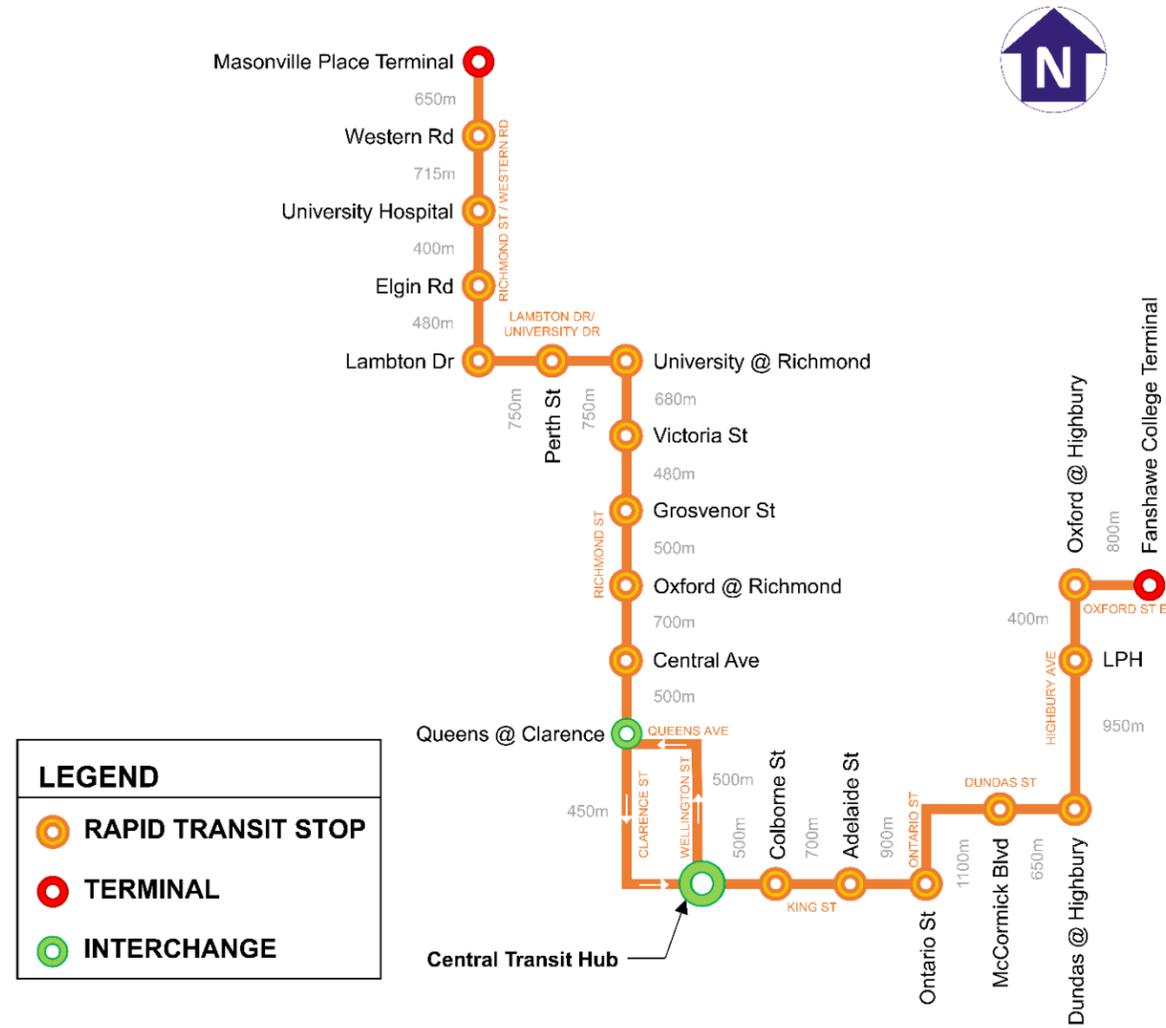
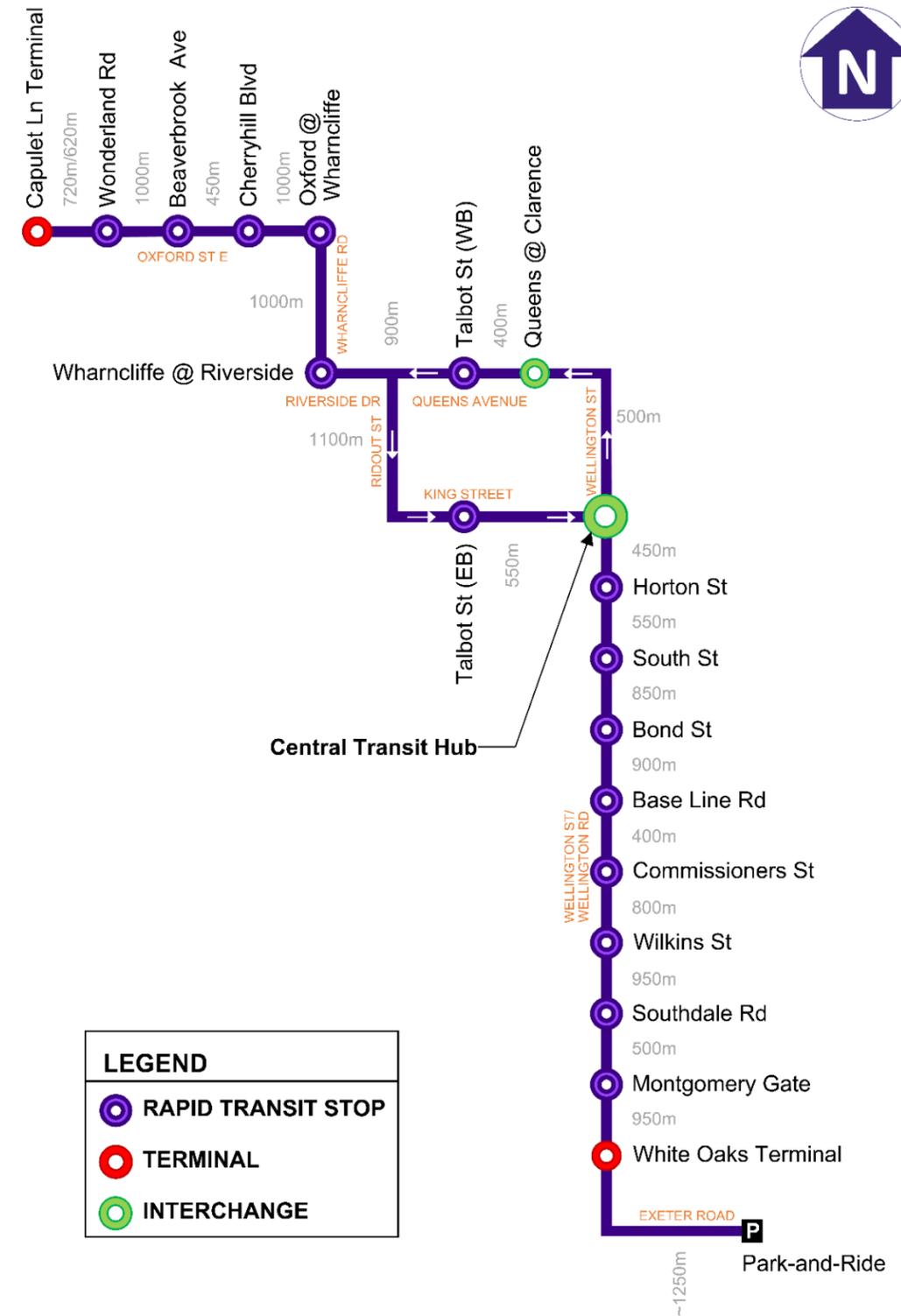


Exhibit ES- 7: West-and-South Route Key Plan



All BRT stops will have similar designs and layouts to allow for passenger familiarity and easy recognition.

The conceptual BRT stop design is modular, offering flexibility to scale the passenger amenities at any given stop, while maintaining consistent architectural characteristics across the system. The typical BRT stop design, as illustrated in Exhibit ES- 8, Exhibit ES- 9, and Exhibit ES- 10, has three main areas:

1. Entrance Area with off-board fare payment (smart fare card readers and ticket vending machines);
2. Waiting Area ranging from fully enclosed and heated area, to open area with or without a canopy; and,
3. Boarding Area with amenities such as benches, waste receptacles, and leaning bars, among other features.

The stops will feature BRT-specific branding, and there will be opportunities to customize certain elements to highlight neighbourhood features. Bicycle parking will be provided in the boulevard of the road near the intersection.

For the majority of the network, the BRT lanes will be centre-running with traffic lanes on either side. Other configurations include curbside and mixed-use options.

The centre-running BRT design will include a raised curbed island (approximate height of 150 mm or 6 inches) between the two dedicated transit lanes. This will change unsignalized side streets and driveways to right-in / right-out access only. Dedicated left-turn lanes with fully protected signal phasing will be provided at most signalized intersections to accommodate U-turn traffic. Exhibit ES- 11 illustrates the typical changes at unsignalized intersections and driveways.

Exhibit ES- 8: Typical Functional Plan Layout of the Platform (Not to Scale)

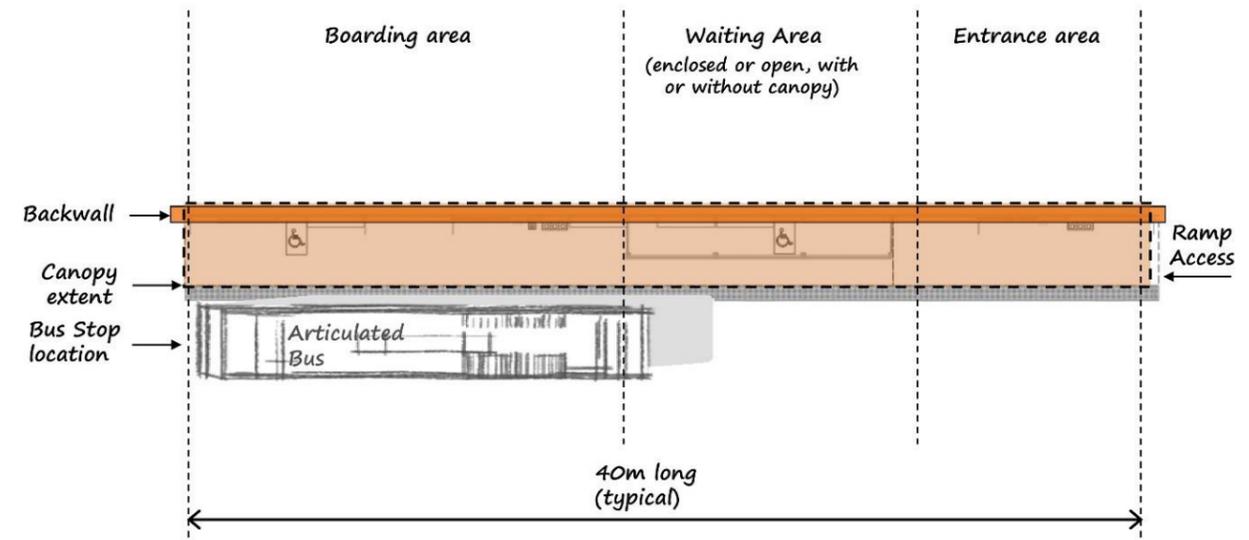


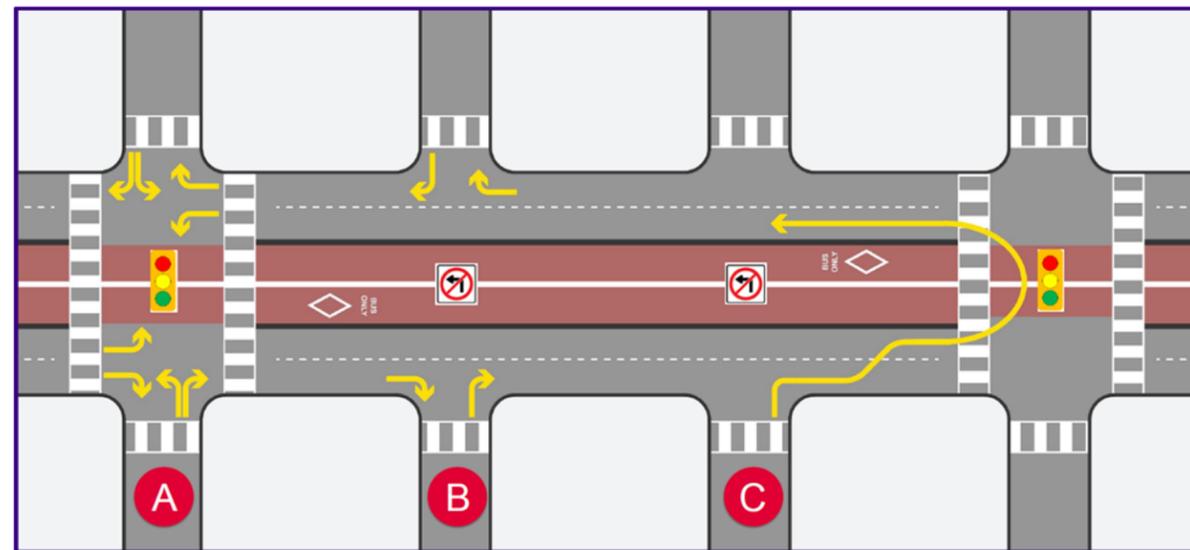
Exhibit ES- 9: Typical Functional Elevation Layout of the Platform (Not to Scale)



Exhibit ES- 10: Platform Configuration Option - Low Passenger Volumes



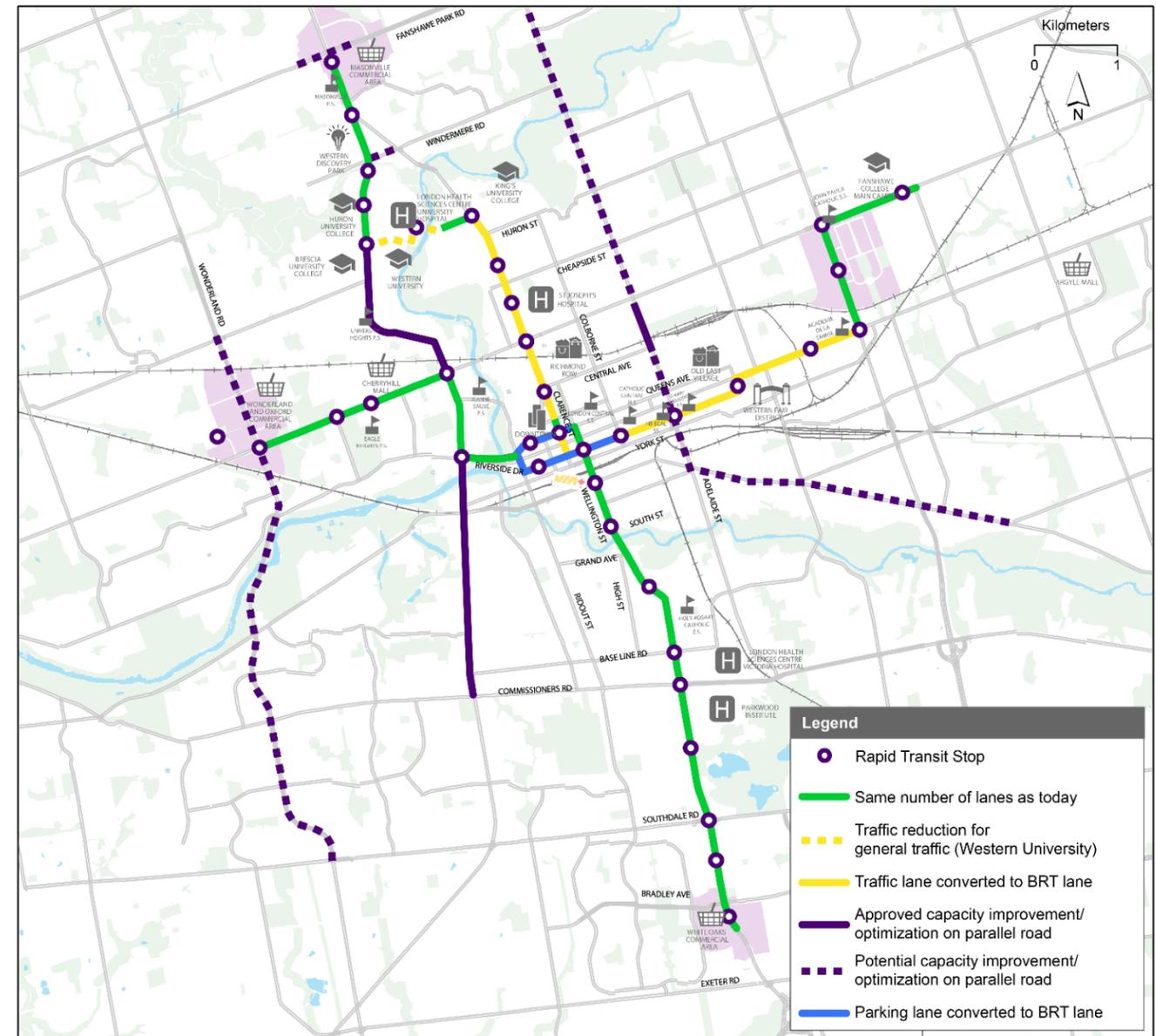
Exhibit ES- 11: Typical Changes to Unsignalized Intersections and Driveways



- A** At signalized intersections, traffic will be able to cross the BRT lanes and make right or left turns.
- B** At unsignalized minor streets and driveways, traffic will only be able to make a right-turn in or out. Traffic will not be able to cross the BRT lanes.
- C** Traffic that today turns left out of an unsignalized minor street or driveway will instead turn right and U-Turn at the next signalized intersection. U-turns will use dedicated left-turn lanes and a protected signal.

In most areas of the BRT network, the existing capacity for general traffic will be maintained by widening the roadway to accommodate the dedicated transit lanes and maintain the same number of traffic lanes as today. In some areas, where the right-of-way is constrained and widening is not feasible, one existing traffic or parking lane per direction will be converted to a dedicated transit lane. Exhibit ES- 12 illustrates which BRT corridor roads will convert one traffic lane per direction to transit-only, and some of the other planned improvements around the city. Over the 24 km BRT network, only 5 km of roadway will require conversion of existing travel lanes to dedicated transit lanes.

Exhibit ES- 12: Changes to Lane Configurations



A recently initiated study, separate from this TPAP, will examine Intelligent Transportation Systems on a city-wide basis, which are needed to support the priority traffic signals required for BRT, and provide a Traffic Control Centre. Other ongoing and planned studies will result in physical or operational improvements to other arterial roads such as Western Road, Wharncliffe Road and Adelaide Street.

Exhibit ES- 13: Cycling Facilities On and Around BRT Corridors

There are several existing bridge structures along the BRT corridors; some structures will be modified to accommodate dedicated transit lanes and active transportation facilities.

The following structures will require modification:

- Western Road Bridge;
- Western University Pedestrian Tunnel;
- University Drive Bridge;
- Clark’s Bridge;
- Queens Avenue Bridge;
- Mud Creek Culvert; and,
- Highbury Ave Bridge (over Canadian Pacific Rail).

The BRT system is designed with key consideration given to bicycle and pedestrian modes, in accordance with “complete streets” principles.

Complete streets are streets that designed to accommodate all modes. With this in mind, streets with transit lanes will also move pedestrians, cyclists and cars.

The Thames Valley Parkway, along with other connected pathways, offers over 200 km of off-street trails. London ON Bikes – London’s Cycling Master Plan (September 2016) was introduced to build on this foundation to improve the network in anticipation of BRT and other network improvements.

Cycling has been incorporated along BRT corridors where possible and where appropriate within the context of the cycling network. However, alternate parallel connections will be considered where BRT corridors are constrained.

Bike lanes will typically be 1.5 m wide per direction, or 3.0 m wide for a two-way cycling facility or multi-use path. Exhibit ES- 13 illustrates the locations of the cycling facilities and connections that are incorporated in the BRT design.

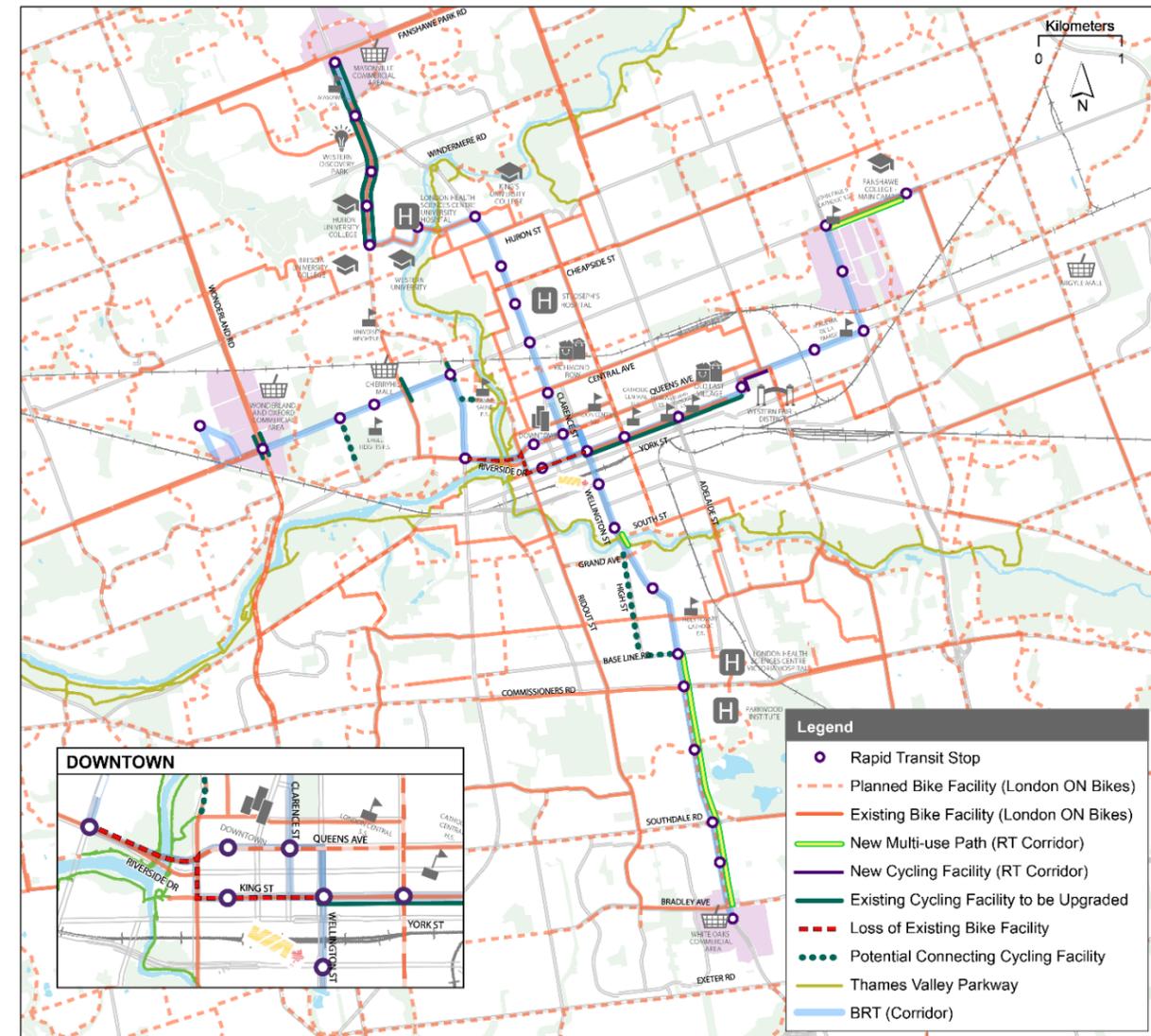
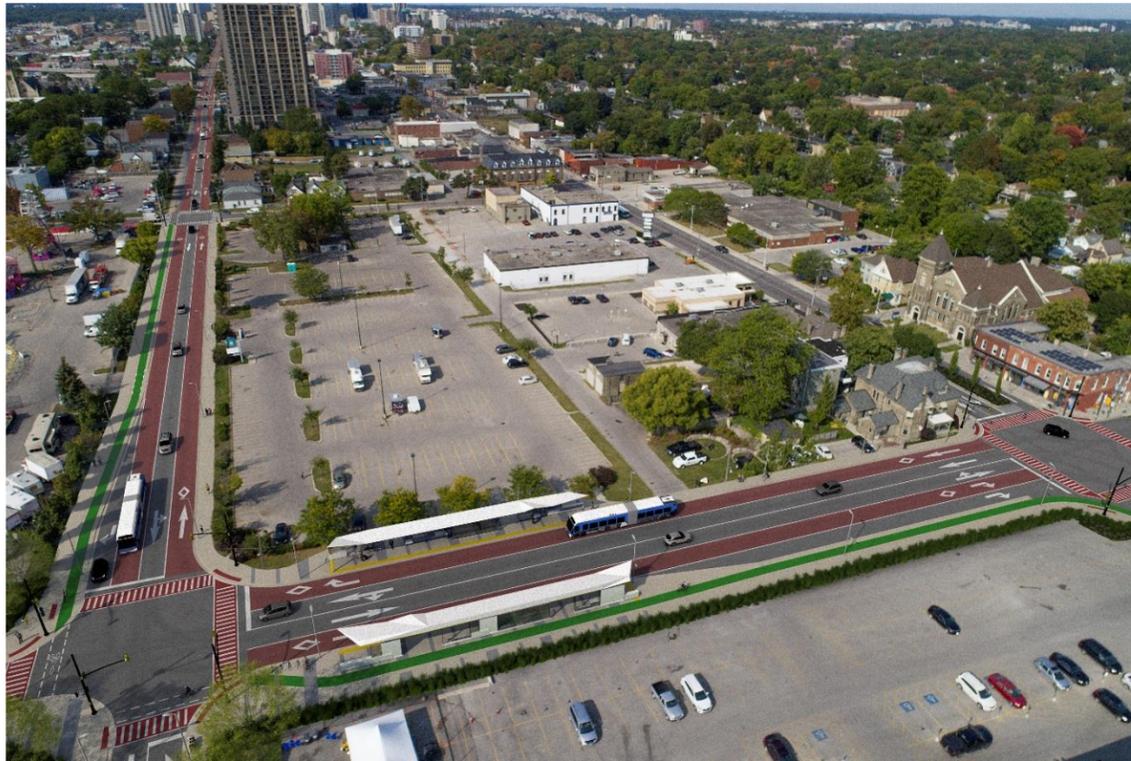


Exhibit ES- 14: King Street at Ontario Street, Looking West



Rendering may not represent final design.

Improved streetscape elements will be incorporated on BRT corridors.

Sidewalks will be continuous on both sides of the streets along BRT corridors. To be compliant with the Accessibility for Ontarians with Disabilities Act (2005), a minimum clear width or clearway of 1.5 m will be provided in constrained areas. In most areas, a clearway width of at least 2.0 m will be provided. Other accessible sidewalk design elements include maximum slopes of 1:20, a slip-resistant surface, and curb ramps at intersections with tactile warning strips and high tonal colour contrast.

Planting Zones or Planting and Furnishing Zones will be incorporated where space allows, typically located between the sidewalk and the curb, to provide extra buffer space between the pedestrian clearway and the roadway. The Planting Zone will feature street trees planted in sod, while the Planting and Furnishing Zone will consist of hardscape material with street trees planted in grates or planters, as well as lighting and street furnishings.

Median islands and platform ends provide opportunities to incorporate placemaking elements in certain areas such as public art, planters, and street trees, depending on the size of the median island.

The streetscape design will adhere to Crime Prevention through Environmental Design principles, optimizing sight lines and minimizing opportunities for crime along the BRT corridors.

Streetscape Furnishing such as benches, waste receptacles, bike parking and newspaper corrals will be situated in the Planting and Furnishing Zone where appropriate.

Public Art can be used in significant locations where there is available room within the right-of-way to help establish a strong sense of place along the BRT corridor. Vertically oriented public art will likely provide the most visual impact in most circumstances.

Street Lighting will be either maintained or improved to meet current standards. In the Downtown and Transit Village Place Types, and where boulevard cycling facilities are provided, person-level lighting will be considered. Lighting under bridges will be designed with either ceiling or wall-mounted fixtures.

Intelligent Transportation Systems will support efficient and reliable transit operations.

Consistent with ITS features in use on the current LTC service and fleet, Intelligent Transportation Systems elements for the Rapid Transit service will include:

- Transit Traveller Information System, to provide information in different ways to enhance passenger experience, including visually or hearing impaired passengers. This system will include displays with real-time information, audible pre-recorded announcements of next stop, and a public address system for ad-hoc messages on BRT vehicles and/or at BRT stops, among other services. This system could also enhance the existing web, mobile phone and interactive voice response services offered by LTC.
- Advanced Traffic Management Systems, to communicate with the traffic signal control centre to help improve traffic flow along the BRT corridors, by adjusting signal phase timing using real-time and historical data. Real-time data is collected using transit signal priority, vehicle detection systems, and closed circuit television cameras along roadways, among other systems. Transit Signal Priority will provide BRT vehicles with more green light time at traffic signals.
- Communication System, which can provide data and voice exchanges between BRT vehicles, supervisor and maintenance vehicles, runways, roadways, maintenance and storage facilities, and transit control centres.
- Computer-Aided Dispatch/Automatic Vehicle Location System, to provide more efficient responses to incidents by analyzing service data from vehicles, and supporting dispatchers by prioritizing issues.



- Fare Collection System, including smart fare card readers, ticket vending machines, cash fareboxes, and a central server for transaction processing and reporting.
- Security System, which will use a variety of technologies to communicate with transit control centres and emergency services to enhance safety along the BRT network. These technologies include closed circuit television cameras on vehicles and at stops, covert alarms for BRT vehicle operators, and emergency call boxes at stops.

These systems will integrate with existing and planned LTC systems, and the planned city-wide traffic control centre and signal coordination program.

Bus Rapid Transit will be integrated with Express Bus and Local Bus routes to support city-wide increases in transit-service.

Bus Rapid Transit will move more people, and support the City’s goals to increase transit ridership by creating a more reliable alternative to the personal automobile, and attracting riders who have a choice of modes. Local service will be restructured around the BRT to enhance the effectiveness of feeder routes, and improve transit throughout the entire City.

Bus Rapid Transit will be integrated with existing regional transit connections.

Inter-regional transit services in London are offered by VIA Rail and Greyhound Canada. VIA Rail offers passenger rail service from the London Station on York Street at Clarence Street. Greyhound Canada offers bus service from the London Bus Depot on York Street at Talbot Street, and from the Western University Campus. High-speed passenger rail service between Toronto and London is currently planned to be in operation as early as 2025.

Transit connections to the London International Airport will be maintained through the existing transit route from Oxford Street West near Second Street (Fanshawe College). With future study, dedicated transit lanes could be extended to the east from the East Turnaround to accommodate future BRT service, as it was identified as a corridor for future expansion in the RTMP.

Land and Property Requirements

The BRT network is mainly located along the existing municipal road allowance, with the exception of within the Western University campus, and is being designed with the goal of minimizing property requirements.

During the development of the preliminary engineering design, approximately 525 properties were identified as having impacts, ranging from full acquisition to front or side-yard impacts.

Project Implementation

Experience from other Rapid Transit projects suggests that implementation (detail design and construction) of the London BRT should take between eight and 10 years. Detail

design may commence in 2019, with construction of the first segments starting in 2020, depending on the coordination with other City infrastructure projects. The approach for tendering and constructing the project is yet to be determined.

The London BRT is expected to be constructed in stages, and the implementation plan will be refined through the detail design process.

ES.3 Existing Conditions

Section 3 of this draft EPR describes the existing conditions along the BRT corridors including transportation and utilities, natural environment, socio-economic environment, cultural environment, and matters of provincial importance.

ES.4 Impact Assessment, Mitigation and Monitoring

Section 4 of this draft EPR documents the potential impacts, and the proposed mitigation measures and monitoring efforts to be undertaken as part of the project. The following sections highlight impacts and mitigation measures identified for the BRT network.

Transportation

Transit Network

With lanes dedicated for transit, and reliable and frequent 5 or 10-minute service, the BRT network will offer improved travel times across the majority of the network.

BRT stops are spaced farther apart than local transit stops, further improving travel times. Increased stop spacing will, however, increase walking distances for some passengers. Some express and local bus routes will be able to use the dedicated transit lanes and stops for short sections of inter-lined service. BRT stop placement considered existing local land uses that are major trip generators, to balance speed and service.

A reduced number of local transit routes will still operate along the BRT corridors in general traffic lanes. These local bus routes will have stops closer together than the BRT stops, which will provide better access for passengers with limited mobility, and connect those passengers to the BRT system at the next BRT stop. Local routes which meet or cross the BRT corridors will be realigned to connect to BRT stops where feasible.

During construction, local routes may be temporarily diverted as needed. These changes will be communicated well in advance during the construction period. Local service will be reviewed and adjusted leading up to the start of BRT operation, and on an annual basis during BRT operations. Communicating these changes is described in the next section.

Traffic Operations

Along the BRT corridors, priority is given to reliable transit service, safe and convenient pedestrian access, and access to trip generators and adjacent neighbourhoods. The

preferred design includes intersection improvements such as auxiliary turn lanes and smart traffic signals to mitigate congestion. Intersections which are experiencing congestion today are likely to continue to experience congestion with BRT. This is primarily due to background traffic growth, the conversion of main street left-turn movements to fully-protected operations, and increases in U-turn demand.

To minimize traffic delays and maintain access during construction, BRT construction will occur in phases, in coordination with other capital projects in the City.

Utilities

Surface and Sub-surface Utilities

There are existing utilities within and across the BRT corridors that will require relocation in order to address conflicts with BRT infrastructure. Through coordination with all of the potentially impacted service providers, utilities found within the proposed platforms will generally be relocated to minimize potential disruption to transit during maintenance and repair activities. Future road disruptions for lifecycle repairs will be reduced, as part of the road reconstruction works associated with BRT, by renewing underground infrastructure along with BRT-related road construction.

Potential impacts to surface and sub-surface utilities may include service disruptions to residents and businesses during construction. Impacts due to utility relocations can potentially include access restrictions, road closures, sidewalk closures, traffic detours and delays. Depending on the proposed location of the relocated utilities, impacts to the public can be limited and minimized dependent upon available space within the road allowance.

To minimize potential disruption due to utility relocations, construction staging will be considered during detail design. Traffic management plans will be created to alleviate and minimize disruption. Standard mitigation practices will be used for other impacts associated with construction, such as dust, and noise.

Stormwater Management

The majority of the BRT corridors can currently be characterized as having a high level of urban development. As a result, there will be a nominal increase in the impervious surface area, which will result in a nominal increase in peak storm flows. In all corridors, consideration will be given to the installation of Low Impact Development measures for both quantity and quality control wherever feasible, such as:

- Bio-retention (within planters, curb extensions, bio-retention units);
- Swales (enhanced grass swales, bio-swales);
- Perforated pipes;
- Prefabricated modules (precast tree planters, soil support systems, phosphorus removal, proprietary stormwater treatment devices); and,
- Permeable pavement (pervious concrete, porous asphalt, permeable pavers).

These Low Impact Development measures will assist in providing quality control, as well as some quantity and erosion control, in order to meet upcoming Ministry of the Environment and Climate Change requirements to match the hydrologic cycle as best as possible.

Natural Environment

Groundwater and Contaminated Sites

There are no areas of significant potential for contamination at BRT stop locations. In general, low to moderate risks related to subsurface conditions are expected at a limited number of sites. The majority of potential contaminants of concern are petroleum hydrocarbon and chlorinated solvents associated with existing and former gas stations and service centres. As a result, construction at or near the groundwater level may require treatment of dewatering discharge. It is anticipated that, for the majority of the BRT stop locations, active remediation is probably not warranted given the relatively nominal depth of excavation at these locations.

Terrestrial and Aquatic Environments

The majority of the infrastructure required is located in the existing municipal road allowance and in urbanized areas. In order to modify the existing watercourse crossings, localized effects will occur as a result of construction activities, such as vegetation removal, increased sedimentation, erosion and turbidity, soil compaction, and habitat loss or fragmentation. These effects will be mitigated through avoidance of direct impacts to species at risk.



Indirect impacts may include temporary impacts such as those associated with the temporary disruption of features / habitats or displacement of species with changes in site conditions, or long-term effects on surface drainage, introduction of invasive species, and increasing anthropogenic pressures from noise and light. This project provides an opportunity for invasive species management along the corridors.

Mitigation and compensation measures will aim to minimize environmental impacts and reduce the magnitude and extent of negative net effects. Construction mitigation includes measures to avoid and/or minimize potential impacts to the aquatic environment and surface water through the use of the following techniques:

- Best management practices for erosion and sediment control and excavation dewatering;
- Constraints on construction timing, equipment movement, fueling and maintenance, and materials storage;
- Use of a debris containment system for bridge works; and,
- Appropriate construction period and post-construction period compliance monitoring.

Air Quality

An Air Quality Impact Assessment was completed to assess the effect of the proposed Project’s operations and construction on local air quality. The air quality impacts of the development of the project at these receptors have been assessed and compared to air quality threshold limits.

Noise and Vibration

Noise mitigation measures will be implemented at four locations, as shown in Appendix A. Vibration impacts on nearby vibration sensitive areas due to the operation of the proposed BRT system is not expected to be a concern. Mitigation measures during construction are recommended, and will be specified during the next design phase.

Socio-Economic Environment

The BRT network will be within walking distance of 40% of homes and 60% of jobs.

Once the BRT system is implemented, the Rapid Transit Corridors are envisioned to become vibrant, mixed-use communities that border the length of the system. The land uses along the corridors will vary depending on the character, uses and intensity of the surrounding areas. Some will be primarily residential with small-scale, street-facing commercial uses, while others may feature stand-alone commercial uses or mixed-use development. The corridors will provide easy access to Downtown and Transit Villages via Rapid Transit, and will be fundamentally walkable and transit-oriented. Areas closer to Rapid Transit stops may be more appropriate for greater density and height to support transit usage for a greater number of residents and workers.

Rapid Transit will generate jobs and contribute to London GDP during construction and throughout the project’s lifecycle.

During construction, the project is expected to generate over 4,000 employment-years and increase GDP by approximately \$260 million. These short-term economic benefits are associated with the construction of the BRT network and are quantified in terms of the estimated number of direct and indirect person-years of employment, wages and additional GDP.

During the lifecycle of the project (from opening day in 2028 until 2050), the project is expected to generate 225 employment years, and contribute an additional \$9 million in GDP per year. These long-term economic benefits are associated with the ongoing operations of BRT, and are quantified in terms of the estimated number of direct and indirect person-years of employment, income (i.e. wages/salaries) and additional GDP. These long-term economic benefits are directly tied to the annual operating costs, and can be impacted by changes in ridership, operational subsidy, and service standards.

Rapid Transit will inspire city-building along its corridors and increase land value.

Investment in transit often results in changes in land value. Case study research has shown these changes are generally positive (i.e. increased property values) as lands become more desirable in their existing form, and/or redevelop into higher density uses.

An estimated uplift in land value in the order of \$90 million could be realized along the proposed BRT corridors if the City of London grows as anticipated. Some vacant or largely underutilized properties will see a major uplift in value and others will see little to none. The average uplift in land value along the corridors is anticipated to range from 2% to 10%.

Several significant recreation and entertainment facilities and attractions are located along the BRT network.

Londoners and visitors will have improved access to these facilities with the implementation of BRT. This will help achieve the guiding principle of improving access to recreation as set out in the Parks and Recreation Master Plan, and will provide improved access to London’s entertainment attractions, making it a more attractive place to visit, live, work, and play.

Cultural Environment

The BRT network was designed to stay within the existing road allowance wherever possible to minimize or avoid impacts to potential archaeological resources.

There are 20 to 30 sites with the potential for archaeological resources that may be disturbed by the project. Additional archaeological assessments are recommended to confirm the potential, prior to detail design.



The BRT network was designed to minimize impacts to existing heritage resources, wherever possible.

There are over 450 properties recommended for further cultural heritage evaluation within the project footprint, or within lands adjacent to the footprint. These properties have the potential to contain features of cultural heritage value or interest. In areas where impacts are anticipated, and avoidance is not possible, mitigation measures will include context-sensitive design of the stops and platforms in areas where cultural heritage resources have been identified. Identified potential heritage resources will be subject to Cultural Heritage Evaluation Reports and/or Heritage Impact Assessments prior to construction, and will be monitored during construction activity.

ES.5 Consultation Process

The City of London initiated a consultation program for the Bus Rapid Transit (BRT) system in January 2015 as part of an extensive effort to collect and respond to comments and questions from various interested parties for the Rapid Transit Initiative Master Plan (RTMP). The RTMP was approved by London City Council in July 2017.

London’s consultation program continued into the pre-planning phase of the TPAP, which was initiated in September 2017, and will remain ongoing during TPAP. Details are provided in Section 5 of this draft EPR.

The goal of this ongoing consultation program is to engage people who have an interest in the proposed BRT system in meaningful discussion on challenges and opportunities, with the following objectives:

- Facilitate conversations with key regulatory agencies;
- Facilitate dialogue with stakeholder groups and the public;
- Minimize and mitigate impacts to property owners, local businesses and service providers;
- Build trust and accountability within the community;
- Provide for public and regulatory agency involvement in the corridor design process;
- Address and minimize concerns with potential construction and operations related impacts such as traffic management, traffic noise and visual changes;
- Fulfill the duty to consult with interested Indigenous communities;
- Use communication and presentation materials that convey key messages in a way that is understandable, and promotes a high degree of discussion on opportunities that will support the quality of life and preservation of the environment; and,
- Maintain an active correspondence and response log with regulatory agencies, authorities, stakeholders and members of the public involved throughout the pre-planning and the TPAP.

Notification Protocol

A number of communication tools and a variety of methods were used to notify stakeholders of events, provide project updates, and give the opportunity to provide comments. These included:

- Project website, www.shiftlondon.ca, Facebook, Twitter, Instagram @shiftldnont;
- E-newsletters;
- Emails to interested persons on the master contact list;
- Emails to those who signed up on the project website;
- City-wide mail-outs that reached property owners, tenants and business;
- Targeted mail-outs to potentially impacted property owners, and those living within 50 m either side of the corridors;
- Media outreach, technical briefings for media and news releases;

- Meetings with stakeholder advisory groups including the Rapid Transit Implementation Working Group, Technical Agencies Group, Municipal Advisory Group, Community Stakeholders Group, and Emergency Services;
- Technical briefing packages for local politicians;
- Radio, print, poster and outdoor advertising alerting people to the events;
- Frequently Asked Questions (with answers) posted on the project website;
- Public Information Centre (PIC) and Open House Comment forms;
- PIC and Open House Summary Reports;
- Stop Features survey, asking participants to identify features they consider important to be included in BRT stops;
- Notice of TPAP Commencement; and,
- Notice of Completion of Environmental Project Report.

The public, stakeholders, regulatory agencies, Indigenous Communities and other interested parties had options to interact with the project team:

- Public Information Centres and Open Houses;
- Twitter, Facebook, Email;
- London’s BRT Project webpage: www.shiftlondon.ca;
- Face-to-face meetings and phone calls;
- Presentations and meetings with stakeholders (e.g., Business Improvement Areas, Neighbourhood Associations) and individual property owners;
- Presentations at Community Group and Ward meetings;
- Attendance and exhibits at community events; and,
- Contacting the project team directly through telephone, email or mail.

Master Contact List

A project contact list of regulatory agencies, conservation authority, local municipalities, Indigenous communities, impacted property owners, stakeholders and interested members of the public, was compiled during the development of the London RTMP.

The project contact list was carried forward into the pre-planning phase of the TPAP, and continually updated in response to project feedback and stakeholder interest. This list has been used for the distribution of project-related notices throughout the pre-planning phase, and will continue into the next phase.

Consultation during the Pre-Planning Phase

Consultation for the pre-planning phase has included:

- Consultation with the Director of the Environmental Approvals Branch at the Ministry of the Environment and Climate Change;
- Updating the project website that was developed during the London RTMP process;
- Preparation of a contact list;
- Public Information Centre #5, which included nine events held on December 9, 12, 13, and 14, 2017 and January 24, 2018 to present the BRT corridor design alternatives;
- Five Open House events on February 28 and March 1 and 3, 2018 to present the emerging technically preferred design alternatives;
- Consultation with Indigenous communities identified as having a potential interest in the project;
- Meetings with the Rapid Transit Implementation Working Group, including project update presentations live streamed and recorded on YouTube; and,
- Meetings with identified key stakeholder groups including Technical Agencies Group, Municipal Advisory Group, Community Stakeholder Group, Emergency Services Group, property owners, and stakeholders.

This draft EPR and supporting technical reports will be circulated prior to starting TPAP to technical agencies, conservation authority, Indigenous communities, local municipalities and other stakeholders.

Consultation with the Ministry of the Environment and Climate Change

As required under O. Reg. 231/08, the City of London sent a letter to the Director, Environmental Approvals Branch at the Ministry of the Environment and Climate Change, on September 12, 2017, to assist in identifying Indigenous communities which may have an interest in the BRT project.

Rapid Transit Implementation Working Group

The Rapid Transit Implementation Working Group was formed in Spring 2016 during the development of the RTMP, and is comprised of representatives from City Council and the London Transit Commission. The purpose of the Working Group is to advise Council on matters related to the planning and design of the BRT system.

Six meetings were held with this group between September 2017 to March 2018, covering:

- An overview of the Project and the TPAP;
- Consultation activity updates;

- Technical design updates;
- Public Information Centre updates;
- Expert panel review of the technical design; and,
- Review of Recommended Preliminary Engineering Design.

Consultation Groups

In Fall 2017, a Technical Agencies Group, a Municipal Advisory Group, a Community Stakeholders Group, and an Emergency Services Group were formed to effectively engage with a variety of stakeholders.

Public Meetings

Stops and Streetscapes Workshop

The Stops and Streetscapes Workshop was held on November 15, 2017, at the Central Library. The purpose of the Workshop was for the public to share ideas with the project team concerning the BRT stops and streetscape. A summary of the comments received at the Workshop is available in Section 5 of the draft EPR.

Public Information Centre #5

Public Information Centre #5 was held to obtain feedback from the public to aid in the evaluation of the BRT corridor design options for nine focus areas identified in the RTMP, plus the turnarounds for the north and west routes and Oxford Street West from Platt's Lane to Wharncliffe Road. The focus areas were:

- North turnaround;
- Western University;
- Richmond Street North;
- Richmond Row;
- Downtown;
- Dundas Street;
- East turnaround;
- Wellington Road Curve;
- Wellington Road South;
- South turnaround;
- Oxford Street West from Platt's Lane to Wharncliffe Road; and,
- West turnaround.



Additional information was presented on the project process, BRT vehicles, traffic impacts, and the natural environment, cultural heritage and existing archaeological conditions. A number of comments and questions were raised at the Public Information Centre (PIC).

A total of 555 individuals signed in at the December PIC events. An additional 234 individuals signed in at the two PIC events held on January 24, 2018.

Open House

Open Houses were held as a follow-up to Public Information Centre #5 to obtain feedback from the public on the emerging technically preferred designs of the project corridors for the same focus areas as Public Information Centre #5.

A number of comments and questions were raised at the Open Houses. A total of 496 individuals signed in at the five Open House sessions.

General Public and Property Owners Correspondence

The general public, businesses, community groups, and property owners have been consulted through various methods and events during the pre-planning phase, including individual letter, phone calls, meetings and site visits. Discussions with interested persons, business, agencies and property owners along the project corridors will continue up to, and during, the TPAP.

Indigenous Community Engagement

The Ministry identified a list of Indigenous communities which may have an interest in the BRT project. The City has communicated the project to the identified list, plus other communities. The combined list is as follows:

- Aamjiwnaang First Nation;
- Association of Iroquois & Allied Indians;
- Chippewas of the Thames First Nation;
- Haudenosaunee Development Institute;
- Haudenosaunee Six Nations Confederacy Council, Haudenosaunee Resource Centre;
- Kettle and Stony Point First Nation;
- London District Chiefs Council;
- Mississaugas of New Credit First Nation;
- Moravian of the Thames First Nation;
- Munsee-Delaware Nation;
- Oneida Nation of the Thames;

- Six Nations of the Grand River;
- Union of Ontario Indians; and,
- Walpole Island First Nation.

Consultation during the Transit Project Assessment Process

During the 120-day TPAP consultation period, the project team will consult with interested parties and the public regarding the project. The draft EPR will be finalized, incorporating comments received. The final draft EPR will be updated to reflect the consultation and submitted to the MOECC within 120 days of issuing the Notice of Commencement, and will be issued for a 30-day public review.

Future Consultation

Consultation on this infrastructure project will continue after the TPAP. The Rapid Transit Implementation Office will continue to work with interested persons, businesses, agencies and property owners as detail design progresses, before and during construction.



ES.6 Permits and Approvals

Section 6 identifies permits and approvals that may be required during the subsequent phases of the London BRT project, including detail design, construction, and post-construction.

At the federal level, the following permits and approvals may be required:

- Approvals under the Canadian Environmental Assessment Act (proponent will continue to assess to determine if any are applicable);
- Canadian Transportation Agency approval may be required for works within a railway right of way under the Canada Transportation Act;
- Permits for work with the potential to harm fish or fish habitat will be required from the Department of Fisheries and Oceans in accordance with the Fisheries Act;
- Species at Risk Act permits for impacts to federally listed species. The Department of Fisheries and Oceans will provide direction related to Species at Risk Act permit requirements; and,
- A new or modified Licence of Occupation under the Public Lands Act may be required where modifications of existing crossing are proposed.

At the provincial level, the following permits and approvals may be required:

- Permit to Take Water from the Ministry of the Environment and Climate Change (MOECC), under the Ontario Water Resources Act;
- Environmental Compliance Approvals from MOECC for new/relocated sewers and stormwater management outfalls, sewer use for discharge of dewatering effluent (compliant with Section 53 of the Ontario Water Resources Act and relevant MOECC guidelines);
- Archaeological and built heritage investigations will be conducted and the associated reports will be submitted to MTCS for review and acceptance, as required prior to any ground disturbance;
- Approval from Hydro One for crossing under its corridor near Exeter Road;
- A Highway Corridor Management permit from the Ministry of Transportation Ontario for the proposed park-and-ride at Exeter Road under the Public Transportation and Highway Improvement Act; and
- A Letter of Advice from the Ministry of Natural Resources and Forestry or an Overall Benefit Permit under clause 17(2)(c) of the Endangered Species Act.

At the municipal level, the following permits and approvals may be required:

- London City Council approval;
- A Heritage Permit for alterations and/or demolitions to properties designated under the Ontario Heritage Act; and,
- Approvals for work in the areas regulated by the UTRCA under the Conservation Authorities Act – Ontario Regulation 157/06, under O. Reg. 97/04.

ES.7 Commitments to Future Action

Section 7 of the draft EPR identifies commitments to future work to be completed during detail design, as well as prior to, during, and after construction of the BRT. Net effects, mitigation and monitoring details will be included. The following items will be addressed in the next phase of the project:

- Nest surveys for Barn Swallows (and other applicable species at risk present at the time) in the breeding season prior to construction activities on bridges;
- Entry-exit surveys for Chimney Swifts where damage to suitable chimneys is scheduled to occur. Surveys should be completed during the breeding season prior to commencement of the demolition or construction activities;
- Screening for suitable bat cavity trees where removal of mature trees are proposed to permit road widening;
- The need for additional targeted surveys for SAR mussels will be discussed with MNRF and DFO at detailed design, once footprint impacts are known, to address potential permitting and related works issues. Mussel rescue/relocations will be required at all locations where mussels have been confirmed within the in-water footprint;
- Completion of a Butternut Health Assessment for Butternut trees adjacent to Lambton Drive, if realignment or widening of the road is to occur within 50 m of the trees; and,
- Additional screening as required based on future changes to species' listings or habitat regulations of the ESA.

Commitments to Future Cultural Environmental Work:

- Heritage Impact Assessments for all designated heritage properties and Heritage Conservation Districts that may be impacted by the project;
- Cultural Heritage Evaluation Reports for all properties with potential cultural heritage value or interest as determined through consultation with London's Advisory Committee on Heritage; and,
- Stage 2 Archaeological Assessments, and Stage 3 and 4 Archaeological Assessments if recommended by Stage 2 and 3, in advance of any activities that have the potential to disturb archaeological resources.

This list will be amended during TPAP.

Matters of Provincial Importance and Indigenous or Treaty Rights

A comprehensive plan for mitigation and monitoring will be developed during detail design, and prior to project implementation. This plan will be based on the recommendations provided in the technical reports to produce net positive effects on matters of provincial importance related to the natural environment, cultural heritage resources, hydrology, or constitutionally protected Indigenous or Treaty Rights. The plan will identify and address potential environmental impacts, approval and permit requirements, and monitoring processes to be completed during construction. The following list summarizes the matters that may be relevant in determining provincial importance:

- Constitutionally protected Indigenous or treaty rights;
- A park, conservation reserve or protected area (*not applicable*);
- Extirpated, endangered, threatened, or species of special concern and their habitat;
- A wetland, woodland, habitat of wildlife or other natural heritage area;
- An area of natural or scientific interest (earth or life science);
- A stream, creek, river or lake containing fish and their habitats;
- An area or region of surface water or groundwater or other important hydrological feature;
- Areas that may be impacted by a known or suspected on or off-site source of contamination such as a spill, a gasoline outlet, an open or closed landfill site, etc.;
- Protected heritage property;
- Built heritage resources;
- Cultural heritage landscapes;
- Archaeological resources and areas of potential archaeological interest;
- An area designated as an escarpment natural area or an escarpment protection area by the Niagara Escarpment Plan under the *Niagara Escarpment Planning and Development Act (not applicable)*;
- Property within an area designated as a natural core area or natural linkage area within the area to which the Oak Ridges Moraine Conservation Plan under the *Oak Ridges Moraine Conservation Act, 2001* applies (*not applicable*); and,
- Property within an area described as a key natural heritage feature or a key hydrologic feature in the Protected Countryside by the Greenbelt Plan under the *Greenbelt Act, 2005 (not applicable)*.

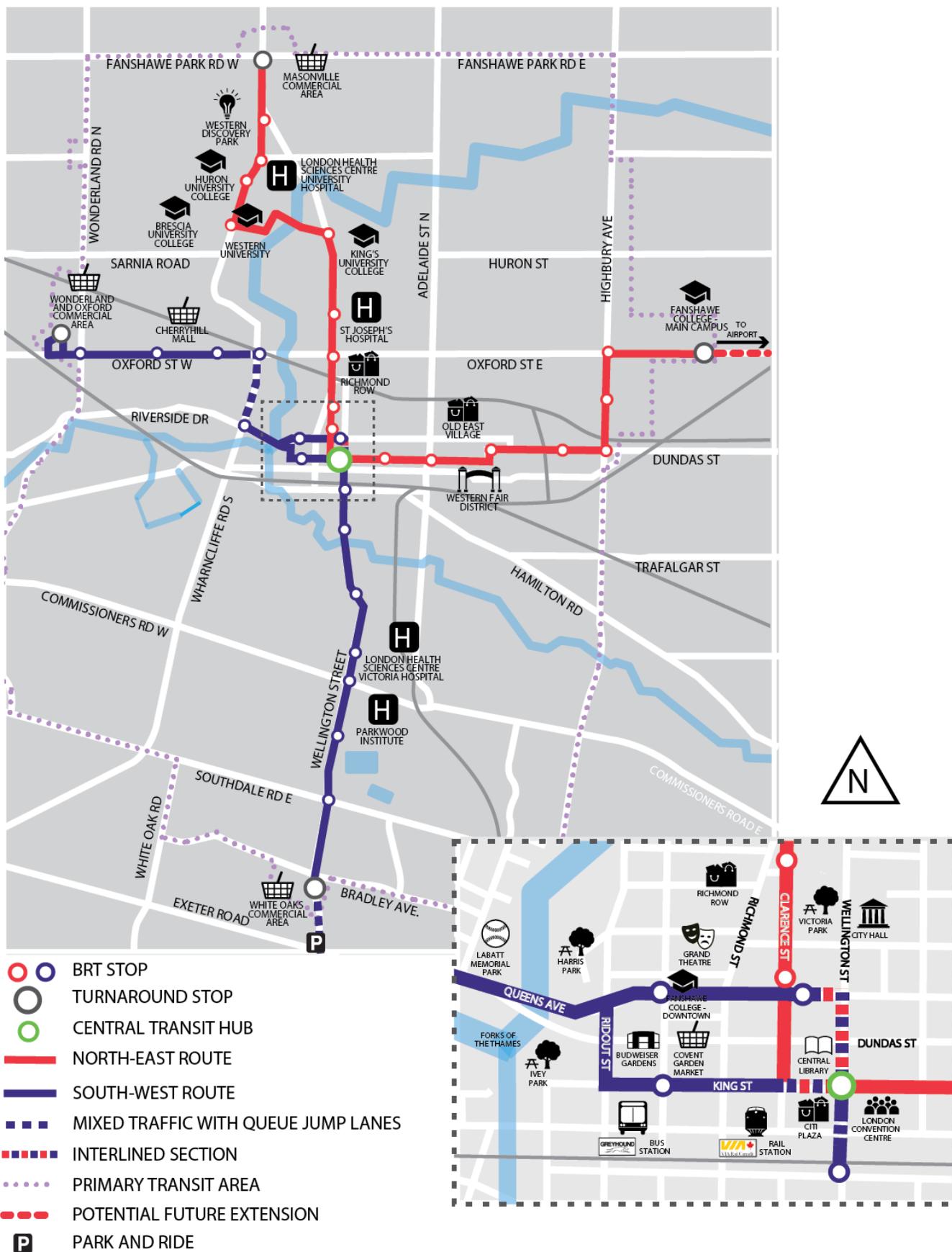


NOTICE OF COMMENCEMENT LONDON'S BUS RAPID TRANSIT SYSTEM TRANSIT PROJECT ASSESSMENT PROCESS



The Project

The City of London's Bus Rapid Transit System will provide more frequent and reliable transit service to Londoners. On July 25, 2017, London City Council approved the Rapid Transit Master Plan that defined the network, stop locations and that the system would operate as a Bus Rapid Transit system.



The Process

The City of London is assessing the environmental impacts of the Bus Rapid Transit System according to the Transit Project Assessment Process (TPAP), as prescribed in Ontario Regulation 231/08. TPAP focuses on the assessment of potential impacts of a selected transit project, in this case, the approximately 24 km Bus Rapid Transit network comprised of north, east, south, and west corridors, and a one-way downtown couplet.

This Notice of Commencement marks the beginning of the formal 120-day TPAP consultation period, starting **Month Day**, 2018, and ending when the Notice of Completion is issued. As part of TPAP, an Environmental Project Report (EPR) will be filed, documenting any potential environmental effects and mitigation requirements of the Project. Documents related to the Project, including technical studies and consultation materials, are available on the project website. The public, regulatory agencies, Indigenous communities, and other interested persons will have an opportunity to review the EPR during a formal 30-day review period. Viewing locations of the EPR will be published in the Notice of Completion. Objections may be submitted to the Minister of the Environment and Climate Change during this period.

All information produced as part of this project is available on the project website at www.shiftlondon.ca.

Consultation

The Project Team would like to thank everyone for the feedback to-date. During the 120-day TPAP consultation period, the City will host additional Public Information Centres to allow the public an opportunity to provide feedback on the design. All interested persons are encouraged to actively participate in TPAP by attending these future meetings or by contacting the project team members listed below with information, comments, questions or to be added to the public mailing list.

Jennie Ramsay, P. Eng.
Project Director, Rapid Transit
City of London
Tel: (519) 661-2489 x 5823
jaramsay@london.ca

Margaret Parkhill, P. Eng.
Project Manager
IBI Group
Tel: (519) 472-7328
margaret.parkhill@ibigroup.com

Information will be collected in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Environmental Assessment Act. Comments will become part of the public record. Any personal information such as name, address and telephone number included in a submission may become part of the public record unless the commenter specifically requests that such personal details not be included in the public record.

This Notice first issued: **Month, Day, 2018.**

BRT FINANCIAL MODEL - CAPITAL

(000)'s

up to 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 TOTAL

BRT - Capital:

Capital Cost by year ^{(1), (2)}	5,421	12,554	37,288	56,799	57,074	69,370	66,069	65,105	66,131	52,308	11,881	500,000
---	-------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------

BRT - Capital Funding Sources:

Municipal ^{(3), (4)}	3,077	11,534	21,777	21,799	22,574	19,370	11,069	8,105	6,131	3,314	1,250	130,000
--------------------------------------	-------	--------	--------	--------	--------	--------	--------	-------	-------	-------	-------	---------

Provincial ⁽³⁾			10,000	15,000	14,500	25,000	30,000	27,000	30,000	18,500		170,000
----------------------------------	--	--	--------	--------	--------	--------	--------	--------	--------	--------	--	---------

Federal												
Public Transit Infrastructure Funding (PTIF) ⁽³⁾	2,344	1,020	5,511									8,875
Investing in Canada Plan (Public Transit Funding Stream) ^{(3), (5)}				20,000	20,000	25,000	25,000	30,000	30,000	30,494	10,631	191,125

NOTES:

- (1) Summarized capital expenditure are based on a detailed analysis provided by the consultant, IBI, in nominal dollars.
- (2) Capital cost are totals of project management, land acquisition, downtown, east, north, south, west corridors, LTC buses and maintenance facility.
- (3) Sources of financing cash flow projections are based on anticipated capital cash flow needs. Future refinements may be necessary as the Environmental Assessment process continues and details of the transfer payment agreements are known for Provincial & Federal Funding.
- (4) Municipal Funding is currently calculated as \$12M in tax supported and \$118M in Development Charges. New provincial regulations for Development Charges (DC) recovery for transit projects may change the growth/non-growth splits based on the new scale of the project and the service standard (ridership), but the impact is unknown at this time. The City has retained a consultant to provide the methodology for DC rate calculation purposes, which will be completed in the coming months.
- (5) Application of London's allocation from the Investing in Canada Plan (Public Transit Funding Stream) to London's BRT initiative is subject to formal review by Infrastructure Canada.

Appendix C

BRT FINANCIAL MODEL - OPERATING

(000)'s	2023	2024	2025	2026	2027	2028	TOTAL
BRT - Operating:							
Operating Costs by year ^{(1), (2), (3), (4)}	3,926	3,926	3,926	10,362	10,362	12,866	45,368

BRT - Potential Operating Funding Sources:

Potential Tax Levy % Increase ⁽⁵⁾ without other sources of revenue	0.69%	0.00%	0.00%	1.12%	0.00%	0.44%	2.2%
Potential Tax Levy % Increase ^{(5), (6)} after fare forecast	0.44%	0.00%	0.00%	1.02%	0.00%	0.34%	1.8%
Potential Assessment Growth ^{(5), (7)}	Assessment growth funding could potentially further reduce or offset tax levy increases						
Potential Gas Tax Funding ^{(5), (8)}	Gas tax funding could potentially further reduce or offset tax levy increases						
BRT operating cost could potentially be fully funded between fare revenue, assessment growth and/or gas tax funding.							

NOTES:

(1) Summarized operating costs are based on a detailed analysis provided by the consultant, IBI, when BRT is fully operational (projected in 2028) in real dollars as per below table:

Rapid Transit Operating and Maintenance Costs (based on the July, 2017 Business Case)			
Cost Items	City	LTC	TOTAL
Labour and Administration Costs		\$6,068,000	\$6,068,000
Fuel and Energy Costs		\$1,830,000	\$1,830,000
Vehicle and Plant Maintenance Costs		\$3,768,000	\$3,768,000
Maintenance Cost (snow, waste removal, etc.)	\$1,200,000		\$1,200,000
Total Rapid Transit Operating & Maintenance Costs	\$1,200,000	\$11,666,000	\$12,866,000

(2) Operating costs are incremental to local transit costs. Operating costs do NOT INCLUDE incremental fare revenue routes.

(3) LTC incremental operating costs/(savings) not yet available. To be determined by LTC's Service Review. Impact will be included at future time.

(4) It is anticipated that BRT operating cost will begin in 2023 with the projected opening of the East corridor. Operating costs increase in 2026 with the projected opening of the North and South corridors, and again in 2028 with the projected opening of the West corridor.

(5) The potential tax levy % increase is provided as a guide. Operating costs for the plan were provided by the consultant, IBI, and are subject to update and revision as a result of the ongoing Environmental Assessment process. Incremental operating costs will be funded through a mix of tax levy increases, assessment growth funding, gas tax and/or fare revenue. Percentages are based on 2018 tax levy.

(6) Fare forecasts are based on detailed analysis provided by the consultant, IBI, as per the July 2017 Business Case, in real dollars.

(7) Assessment growth business cases are received by council annually.

(8) Provincial Gas Tax Funding is expected to double by 2022. The 2017-2018 Provincial Gas Tax allocation was approx. \$10 million.

APPENDIX 'D'

Chair and Members
Strategic Priorities and Policy Committee

#18070
April 23, 2018
(Award Contract)

RE: Bus Rapid Transit - Environment Assessment Initiative
Procurement Options Analysis and Value for Money Assessment
(Subledger NT18BRT01)
Capital Project TS1430-1 - RT 1: Wellington Rd. - Bradley Ave to Horton St. South Leg Widening
Capital Project TS1430-2 - RT 2: Richmond St - Fanshawe Park Rd to Raymond Ave North Leg Widening
Capital Project TS1430-3 - RT 3: Highbury Ave - Dundas St to Oxford St. East Leg Widening
Capital Project TS1430-6 - RT 6: Oxford St W - Hyde Park Road to Richmond St West Leg Widening
Infrastructure Ontario - \$111,142 (excluding H.S.T.)

FINANCE & CORPORATE SERVICES REPORT ON THE SOURCES OF FINANCING:

Finance & Corporate Services confirms that the cost of this project can be accommodated within the financing available for it in the Capital Works Budget and that, subject to the adoption of the recommendations of the Managing Director, Environmental & Engineering Services & City Engineer, the detailed source of financing for this project is:

SUMMARY OF ESTIMATED EXPENDITURES	Approved Budget	Revised Budget	Committed to Date 2)	This Submission	Balance for Future Work
<u>TS1430-1 -RT 1: Wellington Rd-Bradley Ave to Horton St South Leg Widening</u>					
Engineering	\$7,475,000	\$7,475,000	\$2,080,209		\$5,394,791
Land Acquisition	29,563,000	29,563,000	780,944		28,782,056
Construction	33,172,642	32,555,200			32,555,200
Relocate Utilities	2,140,000	2,140,000			2,140,000
City Related Expenses 3)	382,558	1,000,000	886,116	33,930	79,954
	<u>72,733,200</u>	<u>72,733,200</u>	<u>3,747,269</u>	<u>33,930</u>	<u>68,952,001</u>
<u>TS1430-2-RT 2: Richmond St-Fanshawe Park Rd to Raymond Ave North Leg Widening</u>					
Engineering	2,500,000	2,500,000	1,952,471		547,529
Land Acquisition	12,363,000	12,363,000	3,256		12,359,744
Construction	6,867,500	6,867,500			6,867,500
Relocate Utilities	644,000	544,000			544,000
Other City Related 3)		100,000	7,057	39,586	53,357
	<u>22,374,500</u>	<u>22,374,500</u>	<u>1,962,784</u>	<u>39,586</u>	<u>20,372,130</u>
<u>TS1430-3 -RT 3: Highbury Ave-Dundas St to Oxford St East Leg Widening</u>					
Engineering	1,596,000	1,596,000	1,043,578		552,422
Land Acquisition	6,987,000	6,987,000			6,987,000
Construction	3,341,000	3,241,000			3,241,000
City Related Expenses 3)		100,000		28,275	71,726
	<u>11,924,000</u>	<u>11,924,000</u>	<u>1,043,578</u>	<u>28,275</u>	<u>10,852,148</u>
<u>TS1430-6- RT 6: Oxford St W-Hyde Park Road to Richmond St West Leg Widening</u>					
Engineering	4,329,312	4,329,312	784,282		3,545,030
Land Acquisition	2,643,334	2,623,334			2,623,334
City Related Expenses 3)	5,688	25,688	5,688	11,310	8,690
	<u>6,978,334</u>	<u>6,978,334</u>	<u>789,970</u>	<u>11,310</u>	<u>6,177,054</u>
NET ESTIMATED EXPENDITURES	<u>\$114,010,034</u>	<u>\$114,010,034</u>	<u>\$7,543,601</u>	<u>\$113,100</u> 1)	<u>\$106,353,333</u>
<u>SUMMARY OF FINANCING:</u>					
<u>TS1430-1 -RT 1: Wellington Rd-Bradley Ave to Horton St South Leg Widening</u>					
Capital Levy	\$1,957,600	\$1,957,600	\$163,111	\$2,171	\$1,792,318
Debenture By-law No. W.-5609-239 (Serviced through City Services - Roads Reserve Fund (Development Charges)) 4) & 6)	27,571,300	27,571,300	1,439,650	31,758	26,099,892
Drawdown from City Services - Roads Reserve Fund (Development Charges) 4)	935,600	935,600	935,600		0
PTIF (Public Transit Infrastructure Fund)	3,665,373	3,665,373	1,208,908		2,456,465
Senior Government 5)	38,603,327	38,603,327			38,603,327
	<u>72,733,200</u>	<u>72,733,200</u>	<u>3,747,269</u>	<u>33,930</u>	<u>68,952,001</u>
<u>TS1430-2-RT 2: Richmond St-Fanshawe Park Rd to Raymond Ave North Leg Widening</u>					
Capital Levy	924,300	924,300	81,408	2,890	840,002
Drawdown from City Services - Roads Reserve Fund (Development Charges) 4)	11,778,900	11,778,900	1,037,427	36,696	10,704,777
PTIF (Public Transit Infrastructure Fund)	2,605,018	2,605,018			2,605,018
Senior Government 5)	7,066,282	7,066,282	843,949		6,222,333
	<u>22,374,500</u>	<u>22,374,500</u>	<u>1,962,784</u>	<u>39,586</u>	<u>20,372,130</u>
<u>TS1430-3 -RT 3: Highbury Ave-Dundas St to Oxford St East Leg Widening</u>					
Capital Levy	443,433	443,433	38,809	1,979	402,645
Drawdown from City Services - Roads Reserve Fund (Development Charges) 4)	5,891,900	5,891,900	515,654	26,295	5,349,951
PTIF (Public Transit Infrastructure Fund)	1,860,727	1,860,727	489,115		1,371,612
Senior Government 5)	3,727,940	3,727,940			3,727,940
	<u>11,924,000</u>	<u>11,924,000</u>	<u>1,043,578</u>	<u>28,275</u>	<u>10,852,148</u>
<u>TS1430-6- RT 6: Oxford St W-Hyde Park Road to Richmond St West Leg Widening</u>					
Capital Levy	488,434	488,434	55,292	792	432,350
Drawdown from City Services - Roads Reserve Fund (Development Charges) 4)	6,489,900	6,489,900	734,678	10,518	5,744,704
	<u>6,978,334</u>	<u>6,978,334</u>	<u>789,970</u>	<u>11,310</u>	<u>6,177,054</u>
TOTAL FINANCING	<u>\$114,010,034</u>	<u>\$114,010,034</u>	<u>\$7,543,601</u>	<u>\$113,100</u>	<u>\$106,353,333</u>

APPENDIX 'D'

Chair and Members
Strategic Priorities and Policy Committee

#18070
April 23, 2018
(Award Contract)

RE: Bus Rapid Transit - Environment Assessment Initiative
Procurement Options Analysis and Value for Money Assessment
(Subledger NT18BRT01)
Capital Project TS1430-1 - RT 1: Wellington Rd. - Bradley Ave to Horton St. South Leg Widening
Capital Project TS1430-2 - RT 2: Richmond St - Fanshawe Park Rd to Raymond Ave North Leg Widening
Capital Project TS1430-3 - RT 3: Highbury Ave - Dundas St to Oxford St. East Leg Widening
Capital Project TS1430-6 - RT 6: Oxford St W - Hyde Park Road to Richmond St West Leg Widening
Infrastructure Ontario - \$111,142 (excluding H.S.T.)

1) FINANCIAL NOTE:	TS1430-1	TS1430-2	TS1430-3	TS1430-6	TOTAL
Contract Price	\$33,343	\$38,900	\$27,786	\$11,114	\$111,142
Add: HST @13%	4,335	5,058	3,612	1,445	14,450
Total Contract Price Including Taxes	37,678	43,958	31,398	12,559	125,592
Less: HST Rebate	3,748	4,372	3,123	1,249	12,492
Net Contract Price	<u>\$33,930</u>	<u>\$39,586</u>	<u>\$28,275</u>	<u>\$11,310</u>	<u>\$113,100</u>

- 2) Amounts reflected in the "Committed to Date" column are subject to housekeeping budget adjustments as a result of future reports to Municipal Council.
- 3) The expenditures related to the current submission are included in "City Related Expenses" because they are not eligible for PTIF or Senior Government funding.
- 4) Development charges have been utilized in accordance with the underlying legislation and the Development Charges Background Studies completed in 2014.
- 5) The scope and timing of the Bus Rapid Transit Initiative is subject to securing funding from other levels of government.
- 6) **Note to City Clerk:**
The City Clerk be authorized to increase Debenture By-law W.-5609-239 as amended by By-law No. W.5609(a)-282 by \$8,018,400 from \$19,552,900 to \$27,571,300.

ms

Alan Dunbar
Manager of Financial Planning & Policy

From: Chris Butler
Sent: Thursday, April 12, 2018 11:06 AM
To: csc <csc@london.ca>
Cc: Woolsey, Heather <hwoolsey@London.ca>; Ramsay, Jennie <jaramsay@London.ca>; Squire, Phil <psquire@london.ca>
Subject: SPPC - Public Input Submission - April 23 BRT - EPR MTG

Please post this E - Mail as public input for distribution to the SPPC for the upcoming April 23 BRT - EPR meeting for review and consideration .

I have attended 3 of 4 Shift Team Public Meetings , consider myself to be an improved public transit supporter but have determined that there is a significant " GAP " in concept design deliverables to BRT corridor drivers & pedestrians as this juncture that I would like to see recognized and corrected .

Feedback and Recommendation (North Corridor BRT Route @ Two Inside Vehicle Lanes Remaining Focus)

1. As both a walker & recreational biker I and others frequently cross Richmond St from east to west (and back) at unsignalized crossings to enjoy Gibbons Park trails. I use St James St . The current centre lane BRT concept design currently includes a raised curb in the centre to restrict my rights to cross and " encourage " me and others to add 400 - 500 yards to go to a the next signaled crossing to continue our journey . **RECO** - I have asked the BRT Team to include a one(1) meter level cut in this centre raised curb at these side street crossings to respect the current rights of pedestrians and bikers to cross at their own risk as we choose to do now and actually improve the safety of this crossing with no jump over - lift over curb obstruction . **This request has been denied (see response from J Ramsay below)** . Short of installing razor wire loops along this centre raised curb in the BRT lanes , the BRT Team & the City of London cannot reasonably expect to change this long standing right & practice and should recognize this requirement in the design now.
2. As a driver travelling north or south in the one remaining inside lane in the North Richmond corridor , I have outlined 5 or 6 frequent events which regularly interrupt " my drive " now to determine how these will be addressed in the future (**Examples** - Garbage & Recycling trucks , Uber & Taxi pickup / drops, FEDEX & CDN Post drops & picks , Contractors @ the orange cones out) . The responses from J Ramsay BRT Lead indicate the City of London plans to mitigate or reduce these delays but there is no guarantee these will be eliminated (see responses below) . Anyone who drives from North to South along this Richmond corridor on the inside lane and gets held up NOW in front of the LUXE BLDG @ 1235 Richmond - 10 to 20 % of the time knows exactly how well this mitigation process is working. **RECO** - All I want as a driver in the one remaining inside lane is the right to look , signal and safely transition around any one of these obstacles by using the adjacent BRT lane and return to my lane immediately after bypassing the obstacle without being charged by under the Highway Traffic Act or a City of London bylaw. The option is come and serve me lunch as I'm going NO WHERE as this is not my bad.

THXS - Chris Butler - 863 Waterloo St

REFERENCE ONLY - Cut and Paste of Copy of Questions & Responses from Shift Team Project Lead - J. Ramsay from E Mail - April 9 / 2018

- What exactly will I do as a driver when I'm caught behind a Landscaping Co truck or goods delivery truck when they stop and put their orange cones out . What will the City of LDN do to mitigate this ?

Service vehicles working within the road allowance are required to first obtain a permit before putting out orange cones. Permits issued for maintenance work along BRT corridors will include conditions that respect the corridor configuration. The BRT construction will coordinate with utility partners to repair aging infrastructure and remove

conflicts along the corridors in order to minimize need for future repair work within the road allowance.

As for Deliveries, Taxis, Ubers, Canada Post, Fedex and other private service vehicles, stopping in the curbside through lane on BRT Corridors will not be permitted in areas where there are only two lanes of general traffic (ie. Richmond Street or Dundas Street) or in the dedicated bus lanes when running curbside (ie. Downtown Couplet or King Street). This will be managed through education and strict enforcement. We recognize there will be learning curve following implementation of the system, but since there is no physical barrier between the through lane and dedicated bus lane, drivers will be able to manoeuvre around the offending delivery vehicle if needed during this transitional period.

- What exactly will I do as a driver when I'm caught behind a Taxi or UBERS driver stopping for long painful passenger pickups or departures with their emergency flashers on . What will the City of LDN do to mitigate this ? **See above.**
- How will a get across the curb in the middle of the BRT lanes with my bike (cause I'm smart enough to stay of Richmond St) at St James St to crossing go to the park without stopping like a deer in the headlights in your BRT lanes to lift this bike over. What if I had a walker .

Since our telephone discussion, I have confirmed that there will not be drops in the centre median at unsignalized intersections along Richmond North. The restriction of these side streets to rights-in/rights-out applies to cyclists as well for safety reasons. All crossings, regardless of mode, should be made at signalized intersections. Cyclists can plan their routes to cross at these safe locations. A person requiring the use of a walker should only ever cross with the assistance of a signal. Additionally, crossing at a signal with a BRT stop provides a refuge in the centre of the road allowing slower pedestrians to cross the road in two phases.



Architectural Conservancy Ontario – London Region Branch
Grosvenor Lodge
1017 Western Road
London, ON N6G 1G5

Sunday, April 22, 2018

Members of City Council:

Matt Brown (Mayor) – mayor@london.ca
Bill Armstrong – barmstro@london.ca
Maureen Cassidy – mcassidy@london.ca
Jesse Helmer – jhelmer@london.ca
Anna Hopkins – ahopkins@london.ca
Paul Hubert - phubert@london.ca
Josh Morgan – joshmorgan@london.ca
Tanya Park – tpark@london.ca
Virginia Ridley – vridley@london.ca
Mohamed Salih – msalih@london.ca
Phil Squire – psquire@london.ca
Stephen Turner – sturner@london.ca
Harold Usher – husher@london.ca
Michael Van Holst – mvanholst@london.ca
Jared Zaifman – jzaifman@london.ca

Members of the London Advisory Committee on Heritage (LACH)
through the LACH Committee Secretary

**Re: SHIFT LONDON
(BUS RAPID TRANSIT)**

Dear Councillors and Members of LACH,

As the Bus Rapid Transit (BRT) project moves forward, there will be development pressure along the proposed BRT corridors. Sections of the BRT route, particularly along Richmond Street but also on Wharncliffe Road, Wellington Street, and elsewhere, are flanked by many properties that are designated under the Ontario Heritage Act and/or listed in the city's Heritage Inventory. The Richmond Street and Wellington Road streetscapes in particular, as noted in the London Plan, "serve a gateway function that provides a sense of place and image for London".

The London Region Branch of Architectural Conservancy Ontario (ACO) wishes to respectfully remind City Council and LACH members of the importance of adhering to the key principles of the London Plan that pertain to culturally significant sections of the BRT corridors as follows:

1. The Main Street Policies in Sections 870 to 874 of the London Plan (Dundas Street in Old East Village, Wellington Street in SoHo, Richmond Row south of Oxford Street):



“Heritage buildings will be preserved, in accordance with the Cultural Heritage policies of this Plan.”

“The design and building materials of new structures will be in keeping with, and supportive of, the form and character of the Main Street segment.”

2. The Preservation Policies in Sections 875 to 878 of the London Plan (Richmond Street from Oxford Street to Huron Street, Wellington Road from Alexandra Street to Weston Street):

“The Preservation segments are areas that have mature landscapes and streetscapes that merit preservation, re-purposing of the existing building stock and potentially new small-scale development in appropriate locations only.”

“They contain mature trees and intact streetscapes... It is a goal of this Plan to preserve this character...”

“The retention of existing buildings will be encouraged to maintain the character of the streetscape.”

“Heritage buildings will be preserved, in accordance with the Cultural Heritage policies of this Plan.”

“Mature trees will be preserved and new trees will be planted along streetscapes wherever possible and appropriate to support the long-term sustainability of a mature tree-lined streetscape.”

In our view, it is critical that the principles of the London Plan outlined above not be forgotten as the BRT project progresses over the next many years. With regards to the stretch of the transit-way on Richmond Street between Oxford Street and University Drive, it is our preference to see “Option 1” proceed as it will have the least impact on heritage properties and streetscape.

Sincerely,

Jennifer Grainger
President, London Region Branch
Architectural Conservancy Ontario

CC:

Cathy Saunders, City Clerk – csaunders@london.ca
Heather Lysynski, PEC Committee Secretary – hlysynsk@london.ca





April 13, 2018

City of London
300 Dufferin Ave.
London, ON
N6A 4L9

Attention: Mayor Brown and City Council Members

Re: Best-in-class transit for London

In May 2017, we provided a letter to this Council stating that we supported a best-in-class transit system in London and our support for this has not wavered. We believe a best-in-class-city deserves a best-in-class transit system. However, over the last year we have heard from our membership that the current BRT proposal needs further consultation to make it a best-in-class system.

We have had several working sessions with the City's project team but have yet to see results that satisfy the following key concerns:

- The impact of **dedicated lanes** on deliveries and loading particularly on Richmond St, King St and Queens Ave. The traffic corridors within our boundary are very tight. Forcing dedicated lanes may have a negative impact on turning – both right and left, will create challenges for garbage collection and emergency access. Ideally we would like the lanes in the core to be mixed use.
- A solution to **deliveries and servicing of Covent Garden Market** and Budweiser Gardens that does not compromise their economic vitality and contribution to the social vibrancy of the core.
- **The link to high-speed rail** – are we thinking ahead far enough so that York St could become the eastbound BRT route conveniently located close to it and the Greyhound bus terminal.
- We are requesting an opportunity to participate in traffic management and construction mitigation plans related to BRT to help minimize the impact on our businesses.
- **Parking**: Both the perception and actual availability of parking for easy access to the businesses during and post construction needs to be addressed. For example; creating parking at the rear of buildings to improve access.

We ask this Council to take more time to listen to our members. We request that further consultation addressing our detailed concerns regarding transit routes, connectivity and stations, especially those in the core, are required before the City moves forward with this plan.

Our position remains firm, we are committed to better transit but we want to ensure this plan aligns with the entrepreneurial vitality of our downtown and the value it contributes to our city.

Sincerely,



Janette MacDonald
CEO & General Manager



Gerald Gallacher
Chair, LDBA



Don McCallum
Chair, MainStreet London

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MAY 7, 2018
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	MUNICIPAL ACCOMMODATION TAX - IMPLEMENTATION

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to implementing the new Municipal Accommodation Tax (formerly “transient accommodation tax”):

- a) That a four percent (4%) Municipal Accommodation Tax (MAT) on the purchase price of transient accommodation in the City of London **BE ADOPTED** effective October 1, 2018;
- b) That Civic Administration **BE DIRECTED** to bring back the required by-laws and agreements referenced in c) through f) below for approval by Municipal Council prior to implementation of the Municipal Accommodation Tax;
- c) That the key principles included in Appendix A with respect to establishing a tax on the purchase of municipal accommodation in the City of London **BE ENDORSED**, noting that these key principles will be included in the by-law;
- d) That Civic Administration negotiate an agreement with the Ontario Restaurant Hotel & Motel Association (ORHMA) for the collection of the Municipal Accommodation Tax in the City of London and that the key principles included in Appendix B **BE ENDORSED**, noting these key principles will be included in an agreement between the Corporation of the City of London and ORHMA;
- e) That the key principles included in Appendix C with respect to the use and monitoring of funds from the Municipal Accommodation Tax received by Tourism London, as the eligible tourism entity in the City of London, **BE ENDORSED**, noting these key principles will be included in an agreement between the Corporation of the City of London and Tourism London; and
- f) That the key principles included in Appendix D for the establishment of a new reserve fund for the purposes of receiving and distributing the City’s net 50% share of revenue from the Municipal Accommodation Tax, **BE ENDORSED**, noting that these key principles will be incorporated into a reserve fund by-law.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

- Community & Protective Services Committee, May 1, 2018, Agenda Item #2.1, Short Term Accommodations
- Corporate Services Committee, April 3, 2018, Agenda Item #5.2, Request for Proposal – Host for AMO Annual Conference 2021, 2023
- Strategic Priorities & Policy Committee, January 29, 2018, Agenda Item #3, Transient Accommodation Tax

BACKGROUND

On January 29, 2018, the Strategic Priorities & Policy Committee received a report on establishing a tax on the purchase of transient accommodation in the City of London. The report noted the following:

- That the 2017 Provincial Budget granted municipalities the authority to implement a tax on transient accommodations, should they choose to do so.
- Relevant Provincial legislative changes came into effect December 1, 2017 for the purpose of ensuring that those communities that invest in the tourism sector can continue to grow and maintain its upward momentum as a significant contributor to economic growth and development.
- Section 400.1 of the Municipal Act, 2001 provides that a municipality may by way of a by-law, impose a tax with respect to the purchase of transient accommodations. The by-law must include the subject of the tax to be imposed; the tax rate or the amount of tax payable; and the manner in which the tax is to be collected, including the designation of any persons or entities who are authorized to collect the tax as agents for the municipality and any collection obligations of that person or entity.
- The by-law may also provide for: exemptions from the tax; rebates of tax; penalties for failing to comply with the by-law; interest on outstanding tax; penalties or interest; audit and inspection powers; dispute resolution mechanisms; and enforcement measures.
- The legislation allows London to raise additional revenues which, net of the reasonable costs of collecting and administering the tax, are to be shared (50/50) with an “eligible tourism entity” defined as a non-profit entity whose mandate includes the promotion of tourism in Ontario or in a municipality which are required to use the funds for tourism promotion and development. Tourism London was proposed to be the eligible tourism entity in the City of London.
- The legislation requires that an agreement be entered into with the eligible tourism entity to ensure that any amounts paid are used exclusively for tourism promotion and development and that reasonable financial accountability is maintained.
- A 2016 Economic Impact Study, developed in partnership with the Conference Board of Canada, concluded that:
 - London’s tourism and hospitality sector contributes an estimated \$738 million of spending by both same-day and overnight visitors to London.
 - London is host to nearly 2.1 million overnight visitors and an estimated 4.5 million day visitors annually.
 - Nearly 8,200 full-year jobs are supported by tourism in London, representing 3.3% of local employment.

On January 30, 2018, Municipal Council resolved:

That, on the recommendation of the Board of Directors and the General Manager of Tourism London, and the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to a tax on transient accommodation:

- a) *the implementation of a 4% tax on transient accommodation in London BE ENDORSED;*
- b) *the Civic Administration, in conjunction with Tourism London, BE DIRECTED to report back with the necessary documentation in order to implement the transient accommodation tax, including all necessary by-laws and agreements;*
- c) *the Civic Administration BE REQUESTED to report back with suggested methods and practices for determining the allocation of the funds the City would realize through the implementation of a transient accommodation tax and, further, Tourism London BE REQUESTED to prepare and present a business case for additional funds associated with the transient accommodation tax;*

it being noted that the Strategic Priorities and Policy Committee heard a verbal delegation from J. Winston, General Manager, Tourism London, and received a communication dated January 15, 2018, from the London Convention Centre Board of Directors, with respect to this matter.

Purpose of Report

The purpose of this report is to seek approval to implement a four percent (4%) Municipal Accommodation Tax (MAT) on the purchase price of transient accommodation in the City of London. The effective date of October 1, 2018 was chosen to allow sufficient time for Civic Administration to complete and bring back to Municipal Council for approval the necessary by-laws and agreements to implement the tax. The time is also required for the collection agent to implement the proposed collection system with all the providers of accommodation in the City of London who will be required to collect and remit the MAT.

This report also seeks direction for Civic Administration to bring back the by-laws and agreements that are required prior to implementation of the MAT program. The key principles for these by-laws and agreements, included in appendices A through D, are recommended for endorsement. This approach allows Municipal Council the opportunity to provide input on these key principles before they are incorporated into the final by-laws and agreements that Civic Administration will bring forward to a future committee meeting for final approval.

Municipal Accommodation Tax By-law

Part XIII.1 of the *Municipal Act, 2001* and Regulation 435/17 provides that a municipality may, by way of bylaw, impose a tax with respect to the purchase of transient accommodations. The *Municipal Act, 2001* provides that the by-law may provide for the tax rate but does not specify the percentage or flat amount of the MAT. The *Municipal Act, 2001* also permits the by-law to provide for exemptions from the tax, penalties for failing to comply with the by-law, interest on the outstanding taxes or penalties, audit requirements, and enforcement measures as appropriate, for amounts remaining unpaid. **Appendix A** outlines the key principles to be included in the by-law establishing a tax on the purchase of municipal accommodation in the City of London.

It is recommended that Committee and Council approve a four percent (4%) MAT which would be mandatory in the City of London. Discussion with other municipalities that are considering or have already adopted the MAT indicate that many have approved or are considering a four percent rate. The following notable entities are exempt by regulation from collecting the MAT: accommodation at a university or college, hospitals, long-term care homes, treatment centres that receive provincial aid, lodging for reformation of offenders, shelters for the relief of the poor or emergency, and tent or trailer sites.

Short-term rentals are currently the subject of a review by Development & Compliance Services to address licensing, zoning and taxation. Short-term rentals occur in dwelling types such as detached houses, townhouses, and apartment buildings and are operated by owner occupants, tenants, property investors and management companies. Short-term rentals are often listed on internet platforms such as Airbnb, Homeaway, Vacation Rentals by Owner (VRBO), Craigslist and Kijiji. Bed and Breakfasts operate from an operator's principal residence and would therefore be treated as a short-term rental rather than as a hotel. Short-term rentals will be included as an exemption from collecting the MAT for the initial implementation. Whether short-term rentals remain exempt from the MAT will be evaluated as part of the licensing discussion. A by-law amendment would be required should short term rentals become taxable in the future.

Collection of the Municipal Accommodation Tax

Civic Administration has been in discussions with the Ontario Restaurant Hotel & Motel Association (ORHMA) to act as the agent for the City of London for the collection of funds from the Municipal Accommodation Tax. All costs for collection and administration of the tax will be funded from the tax proceeds. It is recommended that the City of London enter into an agreement with ORHMA as its collection agent for a two year period and that Civic Administration continue negotiations of the key principles proposed by ORHMA included in **Appendix B** to be brought forward for Municipal Council approval. These principles include the proposed approach, privacy, roles and responsibilities for both parties, communications and notifications requirements, financial reconciliation, refunds, liabilities, and reporting and auditing requirements. The agreement will also include termination provisions and rights on termination.

Civic Administration are recommending that ORHMA act as the agent for the City since it will provide for ease of implementation by October 1, 2018 and be most cost effective. ORHMA has experience with collecting similar taxes in other municipalities, already has a relationship with the accommodation providers and has a system already developed. This is consistent with the approach taken by other municipalities such as Ottawa, Toronto and Mississauga.

Distribution of Revenues from the Municipal Accommodation Tax (MAT)

The implementation of a four percent (4%) tax on transient accommodation in London is estimated to generate between approximately \$2 and \$4 million per annum. This is based on the current information made available on existing occupancy levels and daily room rate, excluding entities noted as being exempt from the tax.

There are conditions prescribed in the Regulation that set out the required revenue sharing. The municipality is required, where no destination marketing program currently exists, to transfer 50% of the net revenues from the tax to an “eligible tourism entity for the exclusive purpose of promoting tourism”. An eligible tourism entity is defined as “a non-profit entity whose mandate includes the promotion of tourism in Ontario or in a municipality”. The other 50% of the net MAT revenues would remain with the City of London and the use of these funds is not restricted by Provincial regulation.

The non-profit entity in the City of London with an exclusive mandate to promote tourism is Tourism London. The designation of Tourism London as the eligible tourism entity is consistent with how other municipalities have implemented the MAT. There are other tourism related entities in the City, but none with an exclusive mandate of promoting tourism and these other entities already work closely in conjunction with Tourism London where their mandates connect.

Tourism London would be required to continue to work with other tourism related entities, including transferring MAT funds as appropriate, to broaden tourism promotion activities. Establishing these relationships would be included in the agreement between the City and Tourism London on the use of MAT funds. With a mandatory MAT in place, Tourism London would benefit from greater certainty and capacity to attract more major events and conventions.

An excellent example of this type of partnership came forward less than one month ago when a proposal was brought forward by Tourism London and the London Convention Centre to host the AMO conferences in 2021 and 2023. The concept of using MAT revenues for this initiative was included in the following resolution from Council dated April 11, 2018.

That, on the recommendation of the General Manager, Tourism London, the following actions be taken with respect to the Association of Municipalities Ontario’s (AMO) Annual Conferences for 2021 and 2023:

a) Tourism London BE AUTHORIZED to submit a proposal for London to host the AMO Annual Conference for 2021 and 2023, which would include:

- i) hosting and financing the Incoming Host Reception;*
- ii) hosting and financing the Welcome Reception;*
- iii) identification of a Host Coordinator and an Internal Project Management Team to oversee study tours, volunteers, host sponsorships, and other key areas;*
- iv) providing shuttle buses between hotels and the main venue;*
- v) providing study tour and companions’ program buses; and*
- vi) providing civic greetings to delegates from the Mayor;*

it being noted that the estimated cost to host the 2021 and 2023 AMO Annual Conferences is approximately \$140,000, which will be funded by Tourism London and the London Convention Centre; it being further noted that should the Municipal Accommodation Tax (MAT) be approved by Municipal Council in 2018, these costs would be eligible to be funded through the MAT; and

b) the Mayor BE REQUESTED to provide a letter to Tourism London, to accompany Tourism London’s above-noted proposal, that indicates the Municipal Council’s endorsement of the proposal to host the AMO Annual Conference for 2021 and 2023.

Municipal Council will want to closely monitor the use of the MAT revenues that are legislated to be transferred to an eligible tourism entity. The monitoring of outcomes related to the new MAT implementation would be much easier if there was just one entity responsible and accountable for the revenue. The administration related to the transfer of funds would also be easier and less costly with just one entity. The Regulation also requires the City to enter into a financial agreement that outlines reasonable financial accountability over matters in order to ensure that amounts paid to the local tourism entity are used for the exclusive purpose of promoting and developing tourism. Controls and measures for monitoring and administration would be included in the agreement between the City and Tourism London on the use of MAT funds, as required by Provincial legislation. See **Appendix C** for the key principles to be included in this agreement.

Funding for Tourism London

The operating budget for Tourism London is approximately \$2.0 million and is shown in the chart below.

Tourism London 2016-2019 Multi-Year Budget

	2016 Revised Budget	2017 Revised Budget	2018 Revised Budget	2019 Revised Budget	Avg Multi-Year Revised Budget
Personnel Costs	1,255,901	1,279,149	1,295,850	1,293,784	1,281,171
Administrative Expenses	16,600	16,850	17,101	17,356	16,977
Financial Expenses	11,300	11,311	11,322	11,333	11,317
Purchased Services ⁽¹⁾	477,460	484,915	492,185	499,599	488,540
Materials & Supplies	14,700	14,878	14,971	15,198	14,937
Vehicle & Equipment	6,562	6,740	6,874	7,011	6,797
Other Expenses ⁽²⁾	363,254	368,708	374,242	379,858	371,516
Recovered Expenses	0	0	0	0	0
Government Grants & Subsidies	0	0	0	0	0
User Fees ⁽³⁾	(178,300)	(178,342)	(178,385)	(178,342)	(178,342)
Other Municipal Revenues	(6,500)	(6,598)	(6,697)	(6,883)	(6,670)
Total	1,960,977	1,997,611	2,027,463	2,038,914	2,006,241

(1) includes advertising and promotions

(2) includes direct sales and other promotions

(3) includes revenue from membership contributions to offset some of the expenses incurred in Purchased Services and Other Expenses

Approximately 65% of the budget is for personnel costs; 25% for purchased services and 20% for other expenses, some of which is offset by user fees (10%). The expenditures included as part of the approved budget are consistent and ongoing expenditures. It is anticipated that revenue from the MAT program could be variable from year to year. Some years will be better, depending on the economy and the number and type of tourism events that take place each year. During poor economic times, funding for ongoing costs in the Tourism London operating budget would be at risk. Furthermore, poor economic periods may require additional spending to get out of the economic downturn.

Placing revenues from the MAT into a separate fund is the best way to mitigate these fluctuations. MAT revenues maintained in a separate fund instead of included within the operating budget, would be available for any additional required stimulus spending. Civic Administration does not believe that it is prudent to fund ongoing costs with MAT revenues which can fluctuate from year to year until annual revenue experience is known. Should Council wish to consider reducing Tourism London's annual operating funding, it should do so after there is some historical experience with annual MAT revenues.

Members of the London Hotel Association are essential partners with the City of London in the MAT program. Although these parties will be required to collect and remit the tax, they support the program because they recognize the benefits that the additional funding for tourism promotion will provide. However, the London Hotel Association may not be supportive if the funding generated by the MAT program is not used for incremental activities.

One of Tourism London's key objectives is to attract major events and conventions to London. Bid fees or financial subsidies are often required to secure these events and conventions. In the past, when Tourism London has experienced a surplus in their operations, they have made contributions to a reserve allowing them to contribute to these bid fees or financial subsidies.

When sufficient Tourism London reserve funding was not available, Tourism London has requested a financial contribution from the City of London for bid fees. These fees were funded, or authorized to be funded, from taxpayer supported sources such as the Operating Budget Contingency Reserve. Going forward, it is recommended that such fees be funded from Tourism London's share of the Municipal Accommodation Tax. This would relieve the taxpayer funding these fees and allow better financial planning within the contingency reserve.

The following chart shows bid fees supported by the City of London since 2006.

Event	Amount
2019 Juno Awards	\$500,000
2019 World Junior Hockey Championship ⁽¹⁾	\$500,000
2014 Memorial Cup	\$100,000
2013 World Figure Skating Championship	\$500,000
2011 Brier (Canadian Men's Curling Championship)	\$100,000
2006 Tournament of Hearts (Canadian Women's Curling Championship)	\$100,000
Total	\$1,800,000

(1) not required because bid was not successful

Tourism Entity 50% Portion of Municipal Accommodation Tax

Civic Administration reviewed the letter from Tourism London to the Strategic Priorities & Policy Committee dated April 20, 2018. Civic Administration generally agrees with their objectives and proposed expenditures and that the funds be placed into a separate reserve. Tourism London suggests that this separate reserve be set up as the Tourism Promotion Development Fund. The establishment of a separate fund and the use of the funds would be set out in the agreement between the City of London and Tourism London (see **Appendix C**).

MAT revenues would be used to expand opportunities for Tourism London's three business units: Sports, Conventions and Leisure Travel (Culture & Entertainment). Expenditures would be intended to increase visitations, enhance London's national and international profile, support product development and industry growth, and fund bid requirements for major events without additional funding from the City of London.

A key use for MAT revenues would be to satisfy bid fees or financial subsidies for major events and conventions. These guarantees are often required in the bidding process and Tourism London believes that in the past they have lost out on bids to host major events due to a lack of funding for bid fees. As noted above, in the past, Tourism London has requested funding for bid fees from the City of London, which has been drawn from taxpayer supported contingency reserves. Additional funding from the MAT program would allow Tourism London to be more competitive in securing events and conventions for the City without burdening London taxpayers.

Promotion and development expenditures like the ones suggested to be supported by Tourism London's share of MAT revenues can also be "lumpy"; substantial in some years and minimal in other years. These variable expenses are best supported from a separate fund rather than from regular annual operating budgets.

Tourism London suggests that the Tourism London Board will determine the use of funds received from the MAT. They also suggest a management committee, consisting of members of the Tourism London Board, would develop an allocation plan for the funds, review and approve all expenditures, and prepare an annual report on the use of the funds. Spending initiatives would include measures with specific indicators of success and economic impact. Civic Administration supports controls such as these and would suggest they are built into the agreement between the City of London and Tourism London on the use of funds derived from the MAT. Should Council wish to have greater control over the use of these funds, they could decide to establish Councillor representation on the management committee and/or include greater controls be added to the agreement.

Municipal 50% Portion of Municipal Accommodation Tax

The City's proceeds from the Municipal Accommodation Tax are unrestricted. Funds are expected to be variable from year to year and will require experience of collection to determine the variability.

Historically, the taxpayer supported budget has funded improvements to tourism infrastructure such as the London Convention Centre and Budweiser Gardens. In the future, through the use of funds from the MAT, dedicated financial support raised through tourism will be available to

fund new and improved tourism infrastructure that will generate additional economic impact for London without impacting the City's tax levy. Recent examples of infrastructure investments that could have been fully or partially funded from the City of London's portion of revenues from the MAT include:

Event / Entity	Activity	Amount
2013 World Figure Skating Championship ⁽¹⁾	Supporting infrastructure	\$2,600,000
Grand Theatre	One time capital funding	\$100,000
Back-to-the-River Design Competition	Funding for competition	\$250,000
2011 Brier (Canadian Men's Curling Championship)	Rent a portable dehumidification system	\$25,000
BMO Centre – Original Building 2011	City's contribution	\$4,600,000
BMO Centre – Expansion 2016	City's contribution	\$800,000
Budweiser Gardens	Basketball court for London Lightning	\$50,000
Total		\$8,425,000

(1) legacy and non-legacy capital projects (lighting improvements downtown; improvements to market lane; LONDON gateway signage at Wellington/York; lighted planters; banners)

These investments were funded from taxpayer supported sources (e.g. Operating Budget Contingency Reserve, Economic Development Reserve Fund, capital levy). Going forward, these type of expenditures would be funded from the City's portion of the MAT revenues.

Civic Administration recommends that the City of London's 50% portion of revenues from the MAT be placed in a reserve fund that could be called a **Tourism Infrastructure Reserve Fund (TIRF)**. Funding would be used for tourism related infrastructure projects. This capital/infrastructure focused fund would enhance London's ability to finance new projects and improve venue capacity and sustainability in order to strengthen London's ability to attract major event opportunities and support economic activity. The key principles included in **Appendix D** will be incorporated into a reserve fund by-law for the TIRF which will be presented to Council for approval prior to implementation.

Funding from the TIRF could be used as incremental capital to "upscale" or enhance a facility already included in the planned capital budget to make that facility viable for hosting a major event. A vibrant event landscape is critical not only to London's tourism sector but to the quality of life of all Londoners.

This reserve fund could also act as a catalyst to leverage private sector and government capital investment to support initiatives that encourage infrastructure development and to attract and leverage other sources of investment in tourism that align with the City's and Tourism London's strategic objective, that being to increase visitations to London. The TIRF would ensure the City is in a position to respond quickly to tourism infrastructure development opportunities that arise, and would mitigate the need to draw from alternative sources of financing that could be used for other important initiatives and thereby alleviate future pressures on the tax rate.

The establishment of the TIRF would mitigate future reliance on the tax supported funding that would otherwise have been required to support new projects or improvements to existing venue capacity. Annual allocations from the TIRF would be approved in the City's capital budget. Funding would support important service improvements in the capital budget, the percentage of which has been declining in recent years while capital funding has been focused on lifecycle renewal and growth projects. The average Service Improvement capital budget in the 2016-2019 Multi-Year Budget is 9.5% versus an average of 21.3% in the four previous years (2012 – 2015).

Retaining the City of London portion of MAT revenues in a reserve fund allows for prudent capital planning. These funds will be incorporated into the capital budget at a conservative rate to account for the variability in revenue. Recommendations for the use of funds would be brought forward for Municipal Council approval during budget deliberations.

In 2018, the Parks and Recreation Master Plan will be introduced to Municipal Council. Examples of potential capital projects expected to be included in the Parks and Recreation Master Plan that could be enhanced with funding from the TIRF include:

- Enlarging a planned soccer field to adhere to FIFA standards to enable the City to attract national or international soccer events;
- Enhancing a planned track and field stadium to attract national or international track and field events;
- Augmenting a planned rowing facility to attract national or international rowing events; and,
- Enhancing a planned community centre, arena and gymnasium facility that may attract provincial volleyball and basketball events.

Funding from the TIRF could also be used to fund arts and culture infrastructure investments that also promote tourism. The music industry in London is strong and grants or loans to improve music facilities would further grow the City's music scene. Examples of projects that could be fully or partially funded by the TIRF include:

- Budweiser Gardens expansion
- Convention Centre upgrades and possible expansion
- Centennial Hall expansion and or upgrades
- Proper, professional portable staging for festivals and events
- Development of culture, music and entertainment districts
- Affordable studio and recording space for artists (included in the Culture Plan)
- Civic history space, including archives
- Matching funding to encourage bars, restaurants and community venues to install proper staging equipment (microphones, speakers, lighting etc.)
- Victoria Park bandshell upgrades
- Sound mitigation studies in outdoor venues (Labatt Park, Victoria Park, Harris Park, Western Fair etc.)
- Grand Theatre capital requirements
- Amphitheatre at the Forks of the Thames
- Museum London improvements
- Improve funding for the City's Capital Grants Program

Funding from the TIRF could also be used for "way-finding" infrastructure to guide visitors to the City to tourism destinations. This could include enhancements to the 401/402 gateways and way-finding signage into and around the City.

CONCLUSION

This report requests Municipal Council approval for the implementation of a four percent (4%) tax (MAT) on municipal accommodation within the City of London effective October 1, 2018. The report also seeks endorsement of key principles to be included in a by-law to establish this tax.

Civic Administration has been negotiating with the Ontario Restaurant Hotel & Motel Association (ORHMA) to act as the agent for the collection of MAT funds on behalf of the City of London. Civic Administration will bring forward an agreement with ORHMA for Municipal Council's approval based on the key principles outlined in this report.

The MAT program is estimated to generate between \$2 million and \$4 million in annual revenue. Provincial legislation requires that 50% of the net annual MAT revenues be transferred to an "eligible tourism entity" with the exclusive mandate to promote tourism in the municipality. The other 50% of net annual revenues remains with the City of London.

Civic Administration recommends that Tourism London be designated as the eligible tourism entity to receive 50% of the MAT revenues with controls over the use of these funds embedded in an agreement between the City and Tourism London. Civic Administration will bring forward the agreement for Municipal Council's approval based on the key principles outlined in this report.

Finally, key principles outlined in the report for a new reserve fund for the MAT revenue retained by the City will be incorporated into a reserve fund by-law which will be presented to Municipal Council for approval.

PREPARED BY:	RECOMMENDED BY:
ALAN DUNBAR MANAGER, FINANCIAL PLANNING & POLICY	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
CONCURRED BY:	
MARTIN HAYWARD CITY MANAGER	

Attachments:

Appendix A: Key Principles to be included in the By-law to Establish a Municipal Accommodation Tax (MAT)

Appendix B: Key Principles to be included in the Agreement between the Corporation of the City of London and the Ontario Restaurant Hotel & Motel Association (ORHMA)

Appendix C: Key Principles to be included in the Agreement between the Corporation of the City of London and Tourism London Regarding the Distribution and Use of Funding Generated from the Municipal Accommodation Tax

Appendix D: Key Principles of the Tourism Infrastructure Reserve Fund By-law

APPENDIX A

Key Principles to be included in the By-law to Establish a Municipal Accommodation Tax (MAT)

Authority

1. Section 400.1 of the Municipal Act, 2001 provides that a municipality may by way of a by-law, impose a tax with respect to the purchase of municipal accommodations.

Subject of Tax and Tax Rate Payable

1. The MAT is a sales tax paid by the guest.
2. The MAT is charged at a rate of 4% of the purchase price of transient accommodation.
3. The effective date of the MAT will be October 1, 2018.
4. Charges for ancillary services such as food, room service, mini bar use etc. are exempt if itemized separately.

Exemptions

MAT will not apply to the following types of transient accommodation:

1. Universities, colleges and school boards;
2. The Crown and agencies of the Crown;
3. Hospitals, long-term care homes and treatment centres;
4. Short-term rentals, including bed & breakfast accommodators and entities listing on internet platforms such as Airbnb and Vacation Rentals by Owner (VRBO);
5. Lodging for reformation of offenders
6. Shelters for the relief of the poor or for emergency; and
7. Every tent or trailer site supplied by a campground, tourist camp or trailer park.

Tax Collection

1. The Ontario Restaurant Hotel & Motel Association (ORHMA), as agents for the municipality, shall collect the MAT from providers of transient accommodation (Providers).
2. Providers shall collect the MAT at the time the accommodation is purchased.
3. The amount of the MAT shall be identified as a separate item on the invoice.
4. Providers shall remit monthly to the City's designated collection agent and submit the monthly statements in the form required by the City.

Refunds

1. The City or its agent may issue a refund upon receipt of satisfactory evidence that the amount was wrongly paid or remitted.

Interest & Penalties

1. Penalties and interest at the rate applicable to overdue property taxes (1.25%) shall be payable monthly by the providers of transient accommodation.
2. All MAT penalties and interest that are past due may be transferred to the tax collectors' roll of the City.
3. A fee shall be charged in respect of all remittances made by cheque that are not honoured by the financial institution.
4. Every person who contravenes any provision of the by-law is guilty of an offence and subject to fines.

Audit Requirements

1. Providers of transient accommodation shall keep records sufficient to furnish auditors with the necessary particulars of sales and the amount of MAT collected and remitted.
2. ORHMA may inspect and audit all records as required.
3. ORHMA, as agents for the municipality, will be responsible for independent audits of the Providers with the cost to be funded by the MAT.

APPENDIX B

Key Principles to be included in the Agreement between the Corporation of the City of London and the Ontario Restaurant Hotel & Motel Association (ORHMA)

General

1. The Municipal Accommodation Tax (MAT) applies to a sales tax on hotel accommodation.
2. The City of London is seeking to retain the Ontario Restaurant Hotel & Motel Association (ORHMA) to act as its collection agent under a fee for service contract, for all properties subject to the tax within the City of London.

Proposed Approach

1. The ORHMA would collect the MAT on behalf of the City of London utilizing the ORHMA's existing network.
2. The ORHMA would also be responsible for remitting amounts collected to the City of London, and for accounting and auditing of collections and remittances.

Privacy

1. The *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) will govern all activities.

Roles and Responsibilities of London and ORHMA in Setting up MAT Collection System

City of London	ORHMA
<ul style="list-style-type: none"> • Provide detailed design of the MAT • Obtain Council approval of the design • Enact detailed by-law • Participate in Privacy Impact Assessment • Provide detailed reporting requirements • Develop public communications strategy 	<ul style="list-style-type: none"> • Co-lead development of business requirements based on City's design to allow for collection of MAT • Lead monthly revenue remittance process • Provide input to the communications plan • Prepare and issue notifications to properties subject to MAT

Key Responsibilities

1. MAT will be collected by the ORHMA through its existing service network.
2. Hotel operators will be required to collect the MAT and remit to the ORHMA according to the requirements and forms established by the ORHMA for remittance on a monthly basis.
3. All taxes collected by the ORHMA under the collection agreement are to be remitted by the ORHMA to the City on a monthly basis.
3. Remittance will be accompanied by a monthly report indicating the average number of rooms available, the average daily rate, total room charges for the month, the total tax collected and remitted, and any other details required by the City of London.
4. Hotel operators must remit the MAT to the ORHMA by electronic transfer, cash, certified cheque or by any other method deemed acceptable by the City of London.
5. The City of London is responsible for remittances to Tourism London.
6. The City of London remains responsible for remittances of any applicable taxes.

Communications and Notification Requirements

1. The ORHMA will be responsible to distribute information, notifications and communication materials to entities subject to payment of the MAT.
2. All such materials and communications will be developed by the City of London, and/or jointly with the ORHMA.
3. All communications and materials distributed under the MAT program must be approved in advance by the City of London.
4. The City may also undertake to issue its own communications.

Effective Date and Term

1. The effective date of the agreement is the same as the effective date of the MAT by-law.
2. The service agreement with the ORHMA to act as the City's MAT administration agent will specify an initial term of two years, with a right to renew annually, for a further two one-year periods.
3. Either party may terminate the service agreement without cause, by providing not less than xx days' notice of its intention to terminate.

Financial Reconciliation

1. The MAT collected will be separated from the ORHMA's revenues and expenditures and deposited into a designated City of London account.
2. The ORHMA will perform daily financial reconciliation of amounts collected and investigate and rectify any financial anomalies.
3. The ORHMA will perform a payment transfer to the City of London on a monthly basis.
4. The ORHMA shall invoice the City for services provided under the service agreement.

Refunds

1. The administration, approval and issuance of any refunds collected under the MAT will be the responsibility of the City.

Reporting Requirements

1. The ORHMA will provide the City of London with reports on a monthly/yearly basis to support various City functions related to the MAT including reconciliation, refund verification and auditing.
2. The following reports will be produced by the ORHMA and made available electronically to the City.

Monthly Reconciliation Report:

Detailed reconciliation reports identifying the number of transactions and MAT revenue collected by the ORHMA and submitted to the City.

Monthly Refund Report:

The ORHMA will send the City a monthly report to support refunds processed.

Audit Reports:

All audit findings, reports and summaries shall be provided, unaltered and completely, to the City.

ORHMA Liability

1. The ORHMA agrees to assume liability for its failure to report, and/or remit the correct amount collected of the MAT, and the City shall impose penalties for such failure.
2. The ORHMA shall not be liable to the City for any unremitted MAT funds owed by the individual hotel entities that remain unpaid.
3. The ORHMA will collaborate with the City to pursue collection methods as directed the City.

Audit Requirements

1. The ORHMA is required to engage an auditor to undertake an internal audit concerning ORHMA's MAT financial operations.
2. The audit of financial operations shall be undertaken not less frequently than annually following year end.
3. The costs of conducting audits shall be at ORHMA's expense.
4. All audit findings, reports and summaries shall be provided, unaltered and completely, to the City within 10 days of receipt by the ORHMA.
5. The independent audits of the individual hotel entities subject to the MAT will be at the discretion of the City of London.
6. In all instances, the City reserves the right to engage an independent auditor for its purposes, to audit, without limitation, the ORHMA's operations as they concern the MAT or the collection of the MAT by the ORHMA, and/or for compliance with the City's by-law.

ORHMA's Estimate of Costs to Provide Collections

1. The ORHMA to act as the City of London's agent, under a fee for service contract, to collect and remit the MAT for all properties subject to the tax within the City of London.
2. Fee for service rendered to ORHMA will not exceed:
 - i) A one-time fee of \$xx.xx plus 13% HST, for a total of \$xx.xx; and
 - ii) Quarterly Fee of an amount equals to xxx percentage (x%) of the Monthly Remittances to the City.
3. The above fees shall include labour, profit, other overhead, materials, equipment, licences and any/all other operational costs and fees associated with the services.
4. The City shall not be responsible for any additional costs. Labour or direct expenses incurred by the ORHMA over and above this amount shall not be charged to the City.
5. Any additional fees or expenses must be pre-authorized in writing by the City Treasurer before the ORHMA undertakes any additional work.

APPENDIX C

Key Principles to be included in the Agreement between the Corporation of the City of London and Tourism London Regarding the Distribution and Use of Funding Generated from the Municipal Accommodation Tax

- 1) 50% of the proceeds from the Municipal Accommodation Tax, net of the reasonable costs of collecting and administering the tax, shall be deposited into a separate fund controlled by Tourism London (the Fund).
- 2) The monies in the Fund shall be used by Tourism London to:
 - a) Expand opportunities for Tourism London's three business units: Sports, Conventions and Leisure Travel (Culture & Entertainment).
 - b) Pursue the following objectives and outcomes:
 - i) increase visitations to the City of London;
 - ii) enhance London's national and international profile;
 - iii) support product development and industry growth;
 - iv) fund bid requirements for major events without additional funding from the City of London; and
 - v) to become more competitive with other provincial and national cities in Canada.
- 3) Tourism London would be required to establish relationships with other tourism related entities in the City, including sharing revenues from the MAT, for the promotion of tourism in the City of London.
- 4) The Tourism London Board will determine the distribution of funds from the Fund and approve the associated business and strategic marketing plans.
 - a) A Management Committee consisting of members of the Tourism London Board would oversee the following:
 - i) The collection, disbursement and accounting of the Fund in consultation with City administration.
 - ii) Review and approval of all expenditures from the Fund in consultation with the Board.
 - iii) Develop a funding allocation plan in support of Tourism London's strategic marketing plan.
 - iv) Prepare an annual report to City administration and Tourism London members on expenditures and initiatives that have received monies from the Fund.
 - v) Direct the hiring of professionals (e.g. auditors, lawyers) as required to assist in the management of the Fund.
 - vi) Endorse and set priorities to generate incremental business and approve the application of funds.
 - vii) Establish geographic priorities.
- 5) The Tourism London Board will provide an annual audited statement of MAT expenditures to the City of London (as part of the financial statements) in accordance with terms of the agreement.

APPENDIX D

Key Principles of the Tourism Infrastructure Reserve Fund By-law

- 1) 50% of the proceeds from the Municipal Accommodation Tax, net of the reasonable costs of collecting and administering the tax, shall be deposited into a Tourism Infrastructure Reserve Fund (TIRF) controlled by the City of London.
- 2) The monies in the TIRF shall be used by the City of London to:
 - a) Fund tourism related infrastructure projects.
 - b) Finance new projects and improve venue capacity and sustainability in order to strengthen London's ability to attract major event opportunities.
 - c) Leverage private sector and government capital investment to support initiatives that encourage infrastructure development and to attract and leverage other sources of investment in tourism.
- 3) Municipal Council will approve distribution of funds with the approval of the capital budget.
- 4) The Managing Director, Corporate Services and City Treasurer, Chief Financial Officer may invest the monies in the TIRF in such securities as are permitted under subsection 418(1) of the Municipal Act, 2001, as amended, and may consolidate funds with other reserve funds for the purpose of investment, provided that earnings accrue to and form part of the TIRF.



267 Dundas Street,
Suite 201,
London, Ontario, N6A 1H2
(519) 661-5000

Discover our Spirit!

April 20, 2018

Re: **Municipal Accommodation Tax**

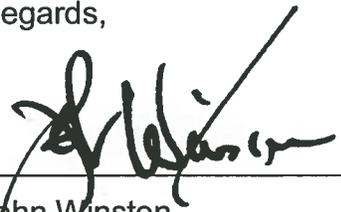
To the Chair and Members of the Strategic Priorities & Policies Committee:

On behalf of the General Manager & the Board of Directors of Tourism London please find attached, as per your request, a supplemental report regarding the above captioned.

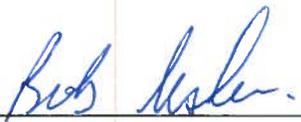
This report advises that Tourism London will establish a separate reserve fund that would not be integrated with Tourism London's core funding from the City but rather applied, when warranted, to expand business opportunities and ensure that London can compete in a very competitive tourism market. It significantly details how each business unit can benefit from this incremental source of funding.

The London Hotel Association and the London Convention Centre wholeheartedly endorse this initiative and we encourage the Committee to sanction its direction as recommended.

Regards,



John Winston
General Manager
Tourism London



Bob Usher
President
Tourism London

cc: Lori Da Silva, CEO & General Manager, London Convention Centre
Stacy King, President, London Hotel Association

Tourism London

Municipal Accommodation Tax A GROWTH OPPORTUNITY

Tourism London, a membership based organization, which is administered by the City of London staff is London's designated tourism entity. Its sole mandate is to promote the attraction of visitors to the municipality which includes facilitating the development of tourism products in order to stimulate and enhance visitor spending and city-wide economic well-being. 100% of the funding provided by the City of London is used for the exclusive purpose of promoting tourism with a strategic focus on the industry that include culture, leisure travel, sport tourism and meeting and conventions sectors.

ORGANIZATIONAL STRUCTURE

The passing by the City of the *Tourism London By-Law* in 1997, created Tourism as London's *agency of record*. It was commissioned to deliver measurable economic impact on the City through the development and promotion of tourism and conventions. As a para-municipal organization, Tourism London Inc. is governed by a Board of Directors elected by the members of the organization. It is bound by a *Purchase of Service Agreement* with the City of London. All personnel are City of London employees seconded to administer the not-for-profit corporation.

EXISTING CORE FUNDING

Tourism London's annual operating budget is \$2,182,551 which includes an annual city appropriation of \$1,997,607. The balance of the operating budget (\$184,940) is derived from membership revenues, co-op marketing and other promotional activities.

After accounting for administration and operating costs, approximately \$450,000 (22% of the balance of the budget) is allocated to marketing and promotion for the three (3) Tourism London business units: Sports, Conventions and Leisure Travel (Culture & Entertainment). The supplemental funding derived from the Municipal Accommodation Tax (MAT) would allow for a significant expansion of existing marketing initiatives that include incremental investment.

TOURISM PROMOTION DEVELOPMENT FUND

Tourism London will use the monies derived from the MAT to significantly expand opportunities for Tourism London's three (3) business units: Sports Conventions and Leisure Travel (Culture & Entertainment) and remain competitive in the increasingly competitive tourism market sector. In turn, London will reap the economic benefits for expanded tourism opportunities.

To ensure transparency and accountability, it is recommended that MAT funds be deposited into a separate reserve and designated as the Tourism Promotion Development Fund (TPDF) and those funds be used to:

- a) Increase visitations through more robust promotion of London as a destination for leisure travel, music, culture, sports and conventions; London's attractions, entertainment, festivals and special events.
- b) Enhance London's national and international profile.
- c) Support product development and industry growth by funding local existing and new events and attractions that have the capacity and ability to bolster visitations.
- d) Fund bid requirements for major provincial, national and international events without the need for the City of London to identify and provide a source of financing, as it has had to do in past circumstances.
- e) To become more competitive with other provincial and national cities that have previously implemented a model (or are in the process of creating a model) to fund the attraction of events or activities that Tourism London would not otherwise be able to pursue as effectively without access to MAT funding.

In order to ensure that maximum community benefit is derived from the funds generated by the local tourism sector, through the implementation of the MAT, the funding would be entirely dedicated to the above-noted uses in order to enhance the tourism sector, rather than other uses such as infrastructure support or simply maintaining the status-quo by replacing existing operational funding. Arguably, with the ever increasing competitiveness of the tourism sector, maintaining the status quo is not a viable option for ensuring London continues to build upon its past successes in the tourism market.

AUGMENTING PERFORMANCE

There are areas of focus that require frequent upgrade and ongoing investment to ensure that Tourism London has the necessary tools to compete for visitor consideration. The TPDF would serve to augment London's existing marketing and promotional capabilities by supporting the following (not at all an all-inclusive list):

- **Social Networks** - establish robust and effective pages/promotions on social networking sites including Twitter, Facebook, You-tube and Instagram by retaining the services of a social media coordinator consultant to maintain existing social networking sites to ensure timely feeds and posts that attract interest and increase awareness of London's activities as well as grow followers.
- **Visitor Guide** - enhance editing, design, distribution and production to improve content as well as broaden guide availability.
- **Website** - ensure that londontourism.ca continues to apply the latest technological innovations and design; increase currency of content and improve accessibility for all users across all devices; enhance multilingual capacity on key pages; increase search engine optimization.
- **Destination Videos** – develop an enhanced library for leisure travel, music, culture, sports, meetings and conventions (placed on-line, trade shows, conferences and events)
- **Industry Training and Development** – In partnership with Fanshawe College's Concierge Program, establish a training course for desk and front line staff at London hotel

properties, attractions and event venues and provide collateral tools to assist visitors; skills improvement in the areas of customer service, technology and marketing/social media.

- **Product Development and Industry Workforce Resources** – Assist industry partners with financial assistance in obtaining the tools needed to develop their tourism products in London
- **Signage** – Develop a way finding, signage strategy in partnership with the City to guide visitors to our major venues and attractions.

SPORTS TOURISM

London is recognized nationally as a major sport tourism destination. In the past 17 years. London has hosted 20 major events that have generated approx. \$120M in economic activity.

MAT funding would:

- **Increase bidding and hosting capacity.**
- **Fund bid fee requirements.**
- **Increase customer service to local sports organizations, general public requests and event rights holders.**
- **Offer additional financial support toward an events budget**
- **Allow London to host familiarization tours with NSOs and PSOs to attract additional events.**
- **Increase marketing and sponsorship initiatives in Canada's major centres (Toronto, Vancouver, Ottawa and Montreal) and internationally to promote London as a premier sporting destination.**
- **Allow for the attendance of sport tourism conferences outside of Canada for additional educational opportunities and to market London as a major hosting destination.**
- **Fund the application of the Sport Tourism Assessment Model (STEAM) to gauge the economic impact of major events hosted in London.**

LEISURE TRAVEL (CULTURE & ENTERTAINMENT)

London is rapidly becoming known as a music/culture destination and Tourism London is applying financial and staff resources, within its current limited funding envelope, to ensure that this high yield visitation sector of the tourism economy becomes a major contributor to the local economy. Additionally, new and unique attractions such as The Factory, East Park Wave Pool, and The Rec Room will serve to attract more family visitations and over-night stays. Additional funding presents a "game changing opportunity" to grow London's vibrant music, entertainment and cultural sectors as well as promote a growing cluster of family entertainment and culinary offerings.

MAT funding would:

- **Fund bid fee requirements**
- **Increase bidding and hosting capacity for future events in the culture and entertainment sectors.**
- **Increase marketing and promotional campaigns to promote London as a family entertainment destination.**
- **Create seasonal campaigns to package and profile entertainment and event offerings.**
- **To procure bulk media buys that would be re-allocated annually and leveraged for additional funding to promote London's growing music scene.**
- **Leverage funding opportunities for new festival development (event incubation) with other partners.**
- **Provide the financial resources to accurately report the economic impact of festivals, events and attractions for both gated and non-gated events.**

CONVENTIONS

Tourism London is the primary marketing agency tasked with attracting city-wide conventions to London. With full-time representation in the GTA and a full-time Ottawa representative, funded jointly by Tourism London and the London Convention Centre, London is well represented in the two (2) cities where the head offices of most of the targeted sector associations are headquartered. However, due to major financial incentives provided by jurisdictions that have had a hotel tax program in place for some time, London has not been able to compete with the inducements provided by those jurisdictions due to lack of funding for a competitive incentive program.

At a recent meeting of 27 Tourism offices, commissioned to attract the meeting and convention business, Tourism London was the only organization that did not have a hotel tax to leverage new business prospects.

A recent review of lost bid opportunities shows that 29 events (2016-2021) could not be secured due to our inability to compete with other jurisdictions that provided financial subsidies. This represents a loss of over 12,500 delegates representing approx. 37,500 room nights and approx. \$12.5M in delegate spending.

MAT funding would:

- **Provide hosting grants to incentivize local association ambassadors to host their national convention in London.**
- **Make available cash incentives, evaluated on a case-by-case basis, to associations that offer city-wide business opportunities.**
- **Increase industry partnership participation at major industry events.**

- Enhance interactive website features, advertising, social media and video production.
- Support and market local cultural programs and experiences for convention delegate spouses/partners that reflect London's unique characteristics.
- Provide for the attendance of major client events in Toronto and Ottawa.
- Provide funding to support familiarization tours (FAM) for 3rd party convention organizers that act as agents for major associations/improved incentives, deliverables for FAM/site inspections.
- Fund bid fee requirements.

PERFORMANCE MEASURES

As with all Tourism London projects, the initiatives undertaken with support from this fund would include a detailed measurement mechanism of key performance indicators (KPI) that would include:

- Annual Conference Board of Canada London Economic Impact Analysis of tourism.
- Accommodation Revenue (derived from the Impact Analysis).
- Accommodation Occupancy.
- Accommodation average daily rate.
- Web Site analytics/visitor interactions.
- Twitter/Facebook/ Instagram Followers.
- Economic impact assessment analysis for festivals, sport events, conventions and attractions.

GOVERNANCE & ACCOUNTABILITY

The Tourism London Board is sector driven with community leaders represented from the following areas: accommodations, attractions, education, transportation, arts and culture, business, sports, restaurants, music and two (2) members of Council. This Board will endorse the priorities that have the potential of generating incremental business and approve the application of the MAT funding and the key performance indicators.

A Management Committee consisting of five (5) Board members, including two (2) hoteliers, would serve to oversee the following:

1. The collection, disbursement and accounting of the TPDF in consultation with the City's administration.
2. Review and approve all expenditures from the TPDF in consultation with the Board.
3. Develop a funding allocation plan in support of Tourism London's strategic marketing plan.
4. Prepare an annual report to the City and Tourism London members/ accommodation partners on expenditures and initiatives that have been funded by TPDF.

5. Direct the hiring of professionals (e.g. auditors, lawyers) as required to assist in the management of the TPDF.
6. Endorse and set the priorities to generate incremental business and approve the application of funds.
7. Establish geographic priorities (e.g. provincial, Canada, Great Lakes States, overseas (China)).

EXPECTED CONCLUSIONS:

Enhanced spending and performance will serve to:

- **Facilitate incremental business opportunities that otherwise could not be successfully attained.**
- **Increase day and overnight visitations, and grow revenue, improve occupancy and average daily rates for the London hospitality industry.**
- **Increase the number of city-wide conventions and delegate spending.**
- **Stimulate an increased interest in London to host significant national and international sporting, culture and entertainment events.**
- **Leverage investment, increase economic growth and job creation.**
- **Contribute to branding London as a vibrant, liveable city and stimulate assessment growth.**

Various studies conclude that an accommodation tax is a proven and successful business strategy that fuels tourism growth and leverages funding that has the capacity to yield more tourism revenue for the community.

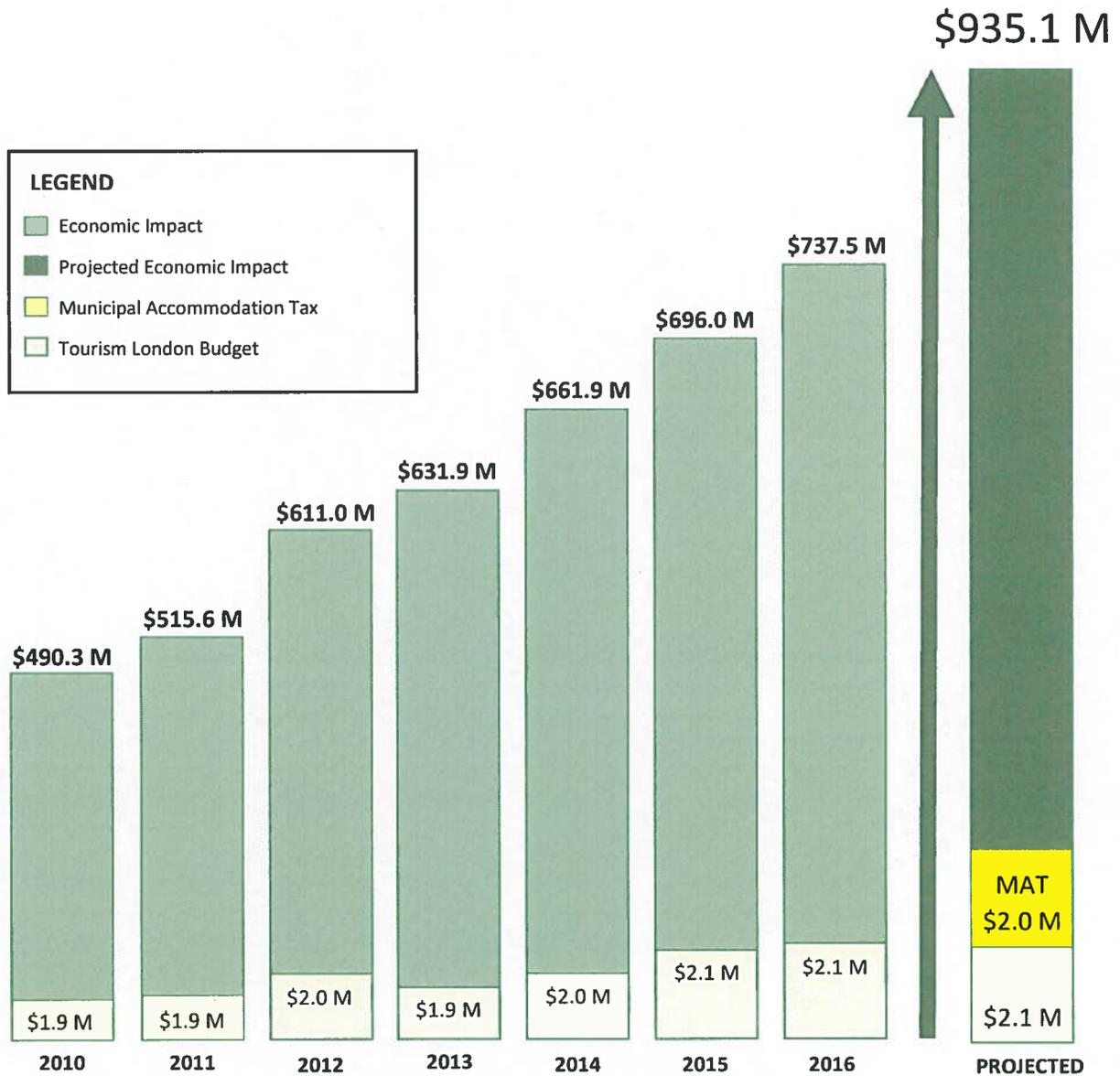
By focusing on the promotion and development of tourism and destination travel by tourists, conventions, delegates and business travellers, attracting major sport and cultural events to London will not only stimulate economic growth and job creation but substantially proliferate London's reputation as a nationally recognized visitor destination.

Currently in Ontario, the cities of Toronto, Ottawa, Niagara Falls, Kingston, Sault Ste. Marie and Hamilton have implemented a hotel levy. Mississauga, Sudbury, Brockville, Windsor Thunder Bay, North Bay, Niagara-on-the Lake, Wawa, Peterborough, Kitchener-Waterloo, St Catherine's and Barrie are in the process of implementation.

The application of a Municipal Accommodation Tax (MAT) will significantly advantage London to its tourism activities because it would enhance its ability to compete successfully for "the business" against its competitor cities in Ontario and throughout the country that have and will have a similar source of funding. This is a growth opportunity that can and will contribute exponentially to economic development in London and in the process bolster civic pride and quality of life for all citizens.

Economic Impact & Growth Chart for Tourism in London

(\$ millions)



	2010	2011	2012	2013	2014	2015	2016	PROJECTED
Economic Impact	\$490.3 M	\$515.6 M	\$611.0 M	\$631.9 M	\$661.9 M	\$696.0 M	\$737.5 M	\$935.1 M
Municipal Accommodation Tax	-	-	-	-	-	-	-	\$2.0 M
Tourism London Budget	\$1.9 M	\$1.9 M	\$2.0 M	\$1.9 M	\$2.0 M	\$2.1 M	\$2.1 M	\$2.1 M



April 19, 2018

To: The Mayor and Members of Council

From: The London Hotel Association

Re: Municipal Accommodation Tax

Pursuant to a meeting of the hotel General Managers and subsequent survey of all members of the London Hotel Association (LHA), please be advised that a substantial majority of the membership strongly endorse the implementation of a (London) Municipal Hotel Tax for the purpose of promoting and developing the tourism economy in London.

It being further noted that the LHA recommends that the City contribute their portion of the revenues into a Tourism Infrastructure Development Fund (TIDF) to finance the improvement and expansion of existing facilities to enhance event attraction and visitations.

We also support Tourism London's recommendation that their portion of the revenues be placed into a Tourism Promotion Development Fund (TPDF) that would be used to enhance London's tourism sector and not replace existing operational funding. To do that would merely maintain the status quo and would severely limit their ability to compete for new business opportunities.

Yours in Hospitality,

A handwritten signature in cursive script that reads "Stacy King".

Stacy King
President, London Hotel Association

Financial Statements of

**THE LONDON CONVENTION CENTRE
CORPORATION**

Year ended December 31, 2017



KPMG LLP
140 Fullarton Street Suite 1400
London ON N6A 5P2
Canada
Tel 519 672-4800
Fax 519 672-5684

INDEPENDENT AUDITORS' REPORT

To the Chair and Members of The London Convention Centre Corporation

We have audited the accompanying financial statements of The London Convention Centre Corporation which comprise the statement of financial position as at December 31, 2017 and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

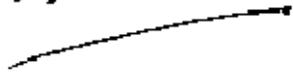
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The London Convention Centre Corporation as at December 31, 2017, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

KPMG LLP

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slanted style and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

March 8, 2018

THE LONDON CONVENTION CENTRE CORPORATION

Statement of Financial Position

December 31, 2017, with comparative information for 2016

	2017	2016
Financial Assets		
Cash and cash equivalents	\$ 736,885	\$ 1,199,757
Accounts receivable	547,836	208,206
Other receivables	13,549	94,010
Receivable from The City of London	8,874	-
	<u>1,307,144</u>	<u>1,501,973</u>
Financial Liabilities		
Accounts payable and accrued liabilities	781,377	531,363
Payable to The City of London	-	96,121
Long-term debt (note 6)	1,787,991	1,965,000
Accrued sick and vacation	38,449	61,097
Advance deposits	481,843	567,741
	<u>3,089,660</u>	<u>3,221,322</u>
Net debt	(1,782,516)	(1,719,349)
Non-Financial Assets		
Tangible capital assets (note 4)	18,375,774	19,418,142
Prepaid expenses	26,765	26,559
Inventory (note 2)	66,992	53,021
	<u>18,469,531</u>	<u>19,497,722</u>
Accumulated surplus (note 7)	<u>\$ 16,687,015</u>	<u>\$ 17,778,373</u>

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director _____ Director

THE LONDON CONVENTION CENTRE CORPORATION

Statement of Operations

Year ended December 31, 2017, with comparative information for 2016

	Budget 2017	2017	2016
Revenue:			
Food and beverage	\$ 3,910,000	\$ 3,745,057	\$ 4,003,431
Space rental	578,000	624,357	534,022
City capital appropriation	589,000	579,966	494,583
Parking	528,872	497,542	480,018
Technical	421,861	349,159	303,312
Capital reserve drawdown	204,152	300,969	3,009,333
Other	145,646	155,808	130,839
Federal grants	-	-	715,000
	<u>6,377,531</u>	<u>6,252,858</u>	<u>9,670,538</u>
Cost of goods sold:			
Food and beverage	1,026,998	963,883	1,029,628
Other	25,126	64,368	53,250
Technical	18,672	14,287	20,805
	<u>1,070,796</u>	<u>1,042,538</u>	<u>1,103,683</u>
	5,306,735	5,210,320	8,566,855
Expenditures:			
Event services and culinary	1,511,338	1,463,821	1,470,777
Amortization of tangible capital assets	1,213,288	1,331,377	1,213,288
Corporate services	1,091,465	854,184	951,012
Sales and catering	825,157	708,722	827,923
City appropriation	589,000	678,953	494,583
Energy	446,227	543,543	514,592
Facility services	430,793	438,582	468,092
Cleaning	128,195	110,479	119,494
Parking	43,891	58,208	42,964
Other	34,073	44,118	36,399
Technical	30,498	26,306	15,847
Interest and bank charges	-	43,385	18,945
	<u>6,343,925</u>	<u>6,301,678</u>	<u>6,173,916</u>
Annual surplus (deficit) (note 8)	(1,037,190)	(1,091,358)	2,392,939
Accumulated surplus, beginning of year	17,778,373	17,778,373	15,385,434
Accumulated surplus, end of year	<u>\$ 16,741,183</u>	<u>\$ 16,687,015</u>	<u>\$ 17,778,373</u>

See accompanying notes to financial statements.

THE LONDON CONVENTION CENTRE CORPORATION

Statement of Change in Net Financial Assets

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
Annual surplus (deficit)	\$ (1,091,358)	\$ 2,392,939
Acquisition of tangible capital assets	(289,009)	(5,200,532)
Amortization of tangible capital assets	1,331,377	1,213,288
	(48,990)	(1,594,305)
Acquisition of inventories of supplies	(66,992)	(53,021)
Acquisition of prepaid expenses	(26,765)	(26,559)
Consumption of inventories of supplies	53,021	53,891
Use of prepaid expenses	26,559	32,603
	(14,177)	6,914
Decrease in net financial assets	(63,167)	(1,587,391)
Net financial debt, beginning of year	(1,719,349)	(131,958)
Net financial debt, end of year	\$ (1,782,516)	\$ (1,719,349)

See accompanying notes to financial statements.

THE LONDON CONVENTION CENTRE CORPORATION

Statement of Cash Flows

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficit)	\$ (1,091,358)	\$ 2,392,939
Item not involving cash:		
Amortization of tangible capital assets	1,331,377	1,213,288
Changes in non-cash operating working capital:		
Accounts receivable	(339,630)	72,695
Other receivables	80,461	(83,698)
Inventory	(13,971)	870
Accounts payable and accrued liabilities	250,014	(15,661)
Accrued sick and vacation	(22,648)	25,558
Receivable from/Payable to The City of London	(104,995)	(644,913)
Advance deposits	(85,898)	75,381
Prepaid expenses	(206)	6,044
	3,146	3,042,503
Financing activities:		
Proceeds on issuance of long-term debt	-	1,965,000
Repayment of long-term debt	(177,009)	-
	(177,009)	1,965,000
Capital activities:		
Acquisition of tangible capital assets	(289,009)	(5,200,532)
Net change in cash and cash equivalents	(462,872)	(193,029)
Cash and cash equivalents, beginning of year	1,199,757	1,392,786
Cash and cash equivalents, end of year	\$ 736,885	\$ 1,199,757
Cash and cash equivalents consist of:		
Cash	\$ 210,298	\$ 676,720
Investments held by the City of London with an average yield of 1.82%	526,587	523,037
	\$ 736,885	\$ 1,199,757

See accompanying notes to financial statements.

THE LONDON CONVENTION CENTRE CORPORATION

Notes to Financial Statements

Year ended December 31, 2017

1. Significant accounting policies:

The financial statements of The London Convention Centre Corporation are prepared in accordance with Canadian generally accepted accounting principles as defined in the Chartered Professional Accountants Canada Public Sector Accounting Handbook.

(a) Basis of accounting:

Sources of financing and expenditures are reported on the accrual basis of accounting.

The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Rate
Buildings and building improvements	5 - 40 years
Furniture and equipment	5 - 20 years
Infrastructure	3 - 10 years
Vehicles	10 - 20 years

(c) Revenue recognition:

Revenue from events is recorded in the statement of operations in the year in which the event is held, and the related receivable is considered collectible.

Government transfer payments are recognized in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end.

THE LONDON CONVENTION CENTRE CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2017

1. Significant accounting policies (continued):

(d) Inventory:

Inventory is valued at the lower of cost, being laid down cost, and net realizable value, using the specific item costing method.

(e) Use of estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions about future events. These estimates and the underlying assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Such estimates include valuation of accounts receivable, inventory, and tangible capital assets. Management evaluates its estimates and assumptions on an ongoing basis using historical experience and other factors, including the current economic environment, and makes adjustments in the financial statements on a prospective basis. As future events and their effects cannot be determined with precision, actual results could differ significantly from these estimates.

(f) Budget amounts:

Budget figures have been provided for comparison purposes. Given differences between the budgeting model and generally accepted accounting principles established by PSAB, certain budgeted amounts have been reclassified to reflect the presentation adopted under PSAB.

THE LONDON CONVENTION CENTRE CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2017

2. Inventory:

At December 31, inventory consists of:

	2017	2016
Food	\$ 26,025	\$ 14,675
Beverages	40,967	38,346
	<u>\$ 66,992</u>	<u>\$ 53,021</u>

3. Capital reserve:

A capital reserve is managed by The City of London to finance future capital expenditures. The reserve has not been recognized in these financial statements and will be accounted for as the funds are received and expended.

	2017	2016
Opening balance	\$ 1,460,264	\$ 3,932,518
Contributions during the year	678,953	494,583
Interest	24,317	42,496
Capital expenditures	(300,969)	(3,009,333)
Closing balance	<u>\$ 1,862,565</u>	<u>\$ 1,460,264</u>

4. Tangible capital assets:

Cost	Balance at December 31, 2016	Additions	Disposals	Balance at December 31, 2017
Building	\$ 27,309,469	\$ -	\$ -	\$ 27,309,469
Building improvements	9,533,233	152,389	-	9,685,622
Equipment	1,471,914	118,492	-	1,590,406
Furniture	1,084,464	14,758	-	1,099,222
Infrastructure	654,250	3,370	-	657,620
Vehicles	41,217	-	-	41,217
	<u>\$ 40,094,547</u>	<u>\$ 289,009</u>	<u>\$ -</u>	<u>\$ 40,383,556</u>

THE LONDON CONVENTION CENTRE CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2017

4. Tangible capital assets (continued):

	Balance at December 31, 2016	Disposals	Amortization expense	Balance at December 31, 2017
Accumulated amortization				
Building	\$ 15,760,924	\$ -	\$ 692,495	\$ 16,453,419
Building improvements	2,485,767	-	466,715	2,952,482
Equipment	1,292,141	-	88,938	1,381,079
Furniture	478,118	-	71,081	549,199
Infrastructure	625,806	-	11,580	637,386
Vehicles	33,649	-	568	34,217
	\$ 20,676,405	\$ -	\$ 1,331,377	\$ 22,007,782

	Net book value December 31, 2016	Net book value December 31, 2017
Building	\$ 11,548,545	\$ 10,856,050
Building improvements	7,047,466	6,733,140
Equipment	179,773	209,327
Furniture	606,346	550,023
Infrastructure	28,444	20,234
Vehicles	7,568	7,000
	\$ 19,418,142	\$ 18,375,774

Ownership of capital assets is vested with the City of London. The London Convention Centre Corporation operates the facilities on behalf of the City of London. The fixed assets and the related amortization have been included in the financial statements of The London Convention Centre Corporation in order to reflect the assets over which it has stewardship.

THE LONDON CONVENTION CENTRE CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2017

5. Pension agreement:

The London Convention Centre Corporation contributes to the Ontario Municipal Employees Retirement Fund (OMERS) which is a multi-employer plan, on behalf of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

The amount contributed to OMERS for 2017 was \$217,900 (2016 - \$200,486) for current service.

6. Long-term debt:

The note payable to the City of London, a related party, bears interest at a fixed rate of 2.3% per annum. The note is unsecured and due in blended annual payments of \$222,204 maturing August 1, 2026. Interest expense relating to the note was \$43,385 in the current year (2016 - \$18,945).

7. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves funds as follows:

	2017	2016
Surplus:		
Invested in tangible capital assets	\$ 18,375,774	\$ 19,418,142
Unfunded:		
Payable to The City of London used to finance tangible capital assets	(1,787,991)	(1,965,000)
Reserves:		
Special projects	346,154	346,154
Operating	500,000	500,000
	846,154	846,154
Other	(746,922)	(520,923)
	\$ 16,687,015	\$ 17,778,373

THE LONDON CONVENTION CENTRE CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2017

8. Income (loss) from operations:

In order to assess the operations of The London Convention Centre Corporation, management removes the impact of capital items from the operating results included in the statement of operations. Accordingly, management defines income from operations as follows:

	2017	2016
Annual surplus (deficit)	\$ (1,091,358)	\$ 2,392,939
Add back:		
Amortization	1,331,377	1,213,288
City appropriation	678,953	494,583
Interest on long-term debt	43,385	18,945
	2,053,715	1,726,816
Deduct:		
City capital funding	(880,935)	(3,503,906)
Federal capital grants	-	(715,000)
	\$ 81,422	\$ (99,151)

In the current year, income from operations was designated to be transferred to the capital reserve. This designation has been reflected as an offset to the balance receivable from The City of London as at December 31, 2017.

9. Comparative figures:

Certain 2016 comparative figures have been reclassified to conform with the financial presentation adopted per the current year.



2017
ANNUAL REPORT



Dear Community,

I always enjoy the opportunity to reflect on the past year and provide an overview of our results. While the London Convention Centre is owned by the City of London, we operate independently with a Board of Directors appointed by Council. Our Board is very respectful of our mandate to manage this fine facility on behalf of the City of London with a mission to drive economic benefit for the community.

I'm happy to report that in 2017 the LCC hosted 306 events; driving an economic impact of \$17.8 million. Over 10,000 hotel room nights were generated from the 31 conventions/conferences and multi-day events hosted in 2017. These conventions help raise the profile of the City by attracting guests that may not otherwise have visited London. Hosting annual association meetings and conferences in London drives the economy, connects local businesses to provincial and national organizations, and brings world class speakers to London.

The LCC also had the privilege of working with many local charities and organizations hosting 14 fundraising galas in 2017. We are delighted to annually support so many great community initiatives helping organizations raise much needed funds.

Annually, the London Chamber of Commerce boasts of having the largest business achievement awards in the County. This is only possible because the City had the foresight to build the London Convention Centre, which is equipped with a 33,000 square foot Grand Ballroom.

In 2017 the LCC took a new risk, launching the Luxury London Bridal Show in partnership with Twelve Nights Events. This March show attracted over 300 qualified brides and grooms for an amazing day of food and beverage tastings, hair and make-up appointments and "Say Yes to the Dress" experiences. The LCC Mother's Day Brunch, which started in 2016, saw a substantial increase in attendees in 2017. Both of these new events contribute to the vibrancy of Downtown London.

The London Convention Centre is Southwest Ontario's gathering place where people join together to CONNECT, SHARE AND PLAY! We are excited to play such an important role in the community and share this annual report.

Lori Da Silva

BOARD OF DIRECTORS

2017 BOARD OF DIRECTORS

Crispin Colvin – Chair
John Irwin
Titus Ferguson
Peter White
Chris Moss
Dr. Christopher Schlachta
Nora Fisher
Tony Soares
Councillor Paul Hubert
Councillor Jared Zaifman
Mayor Matt Brown
Martin Hayward

CORPORATE OFFICERS

Lori Da Silva
CEO & General Manager
London Convention Centre

Stefan Loker, Secretary
Director, Corporate Services
London Convention Centre

EXECUTIVE COMMITTEE

Crispin Colvin - Chair
Peter White
Paul Hubert
John Irwin
Chris Moss



OUR CULINARY EXCELLENCE

Executive Chef David Van Eldik, CCC London Convention Centre

Born and raised in London Ontario, Executive Chef David Van Eldik was lured into the culinary world when his passion for the industry was realized in his youth. David studied culinary arts under the guidance of several European Chefs, during which time he developed his own unique style, flair, and depth of knowledge.

He began his career in the hotel industry where he was able to establish a wide range of culinary skills and earned his Red Seal. David joined the London Convention Centre Culinary Team in 1996, at the age of 29, as Sous Chef. Here he developed and honed his skills in a banquet style kitchen. By 2002, David was leading the LCC Culinary team as Executive Chef. More than a decade later, David remains at the helm of the talented team of Chefs who are well versed in many styles of cooking.

In 2005, David completed the Culinary Chef de Cuisine program through the Canadian Culinary Institute and is now part of an elite group of Chefs with the accreditation of CCC (Certified Chef de Cuisine). In 2016, he was awarded Chef of the Year by the Ontario Restaurant Hotel and Motel Association.





Bringing the world to London



Experience of our guests and team members



Gathering place for everyone



Fiscally Responsible

OUR STRATEGIC FOCUS

PERFORMANCE SUMMARY



112,712
Delegate Days



306
Events



\$17.8 M
Economic
Impact



10,400
Hotel Room
Nights



72%
Building
Utilization
Rate



With 37 full-time associates and a part-time / casual team that can reach 100 associates in our peak seasonal periods, we are exceptionally proud of our highly dedicated “hospitalians”. Our dedicated team strives for the “raving fan” guest experience and takes personal responsibility to delight our guests with every act.

We believe that our service success lies in collaboration in addition to inspiring innovation, creativity and personal growth among our associates. Team members are encouraged and supported to grow and share new ideas. At the LCC we support and invest in our associates through educational assistance, ongoing department specific training, and we also endorse in-house workshops to bring our associates together.

OUR TEAM

TOP 10 CONFERENCES

- Canadian Coptic Centre | May 2017 | 1400 Delegates
- Trinity Motivation | June 2017 | 1200 Delegates
- Grain Farmers of Ontario | March 2017 | 600 Delegates
- Anglican Diocese of Huron | May 2017 | 550 Delegates
- Ontario Pharmacists' Association | June 2017 | 500 Delegates
- Centre for Research and Education on Violence Against Women & Children | October 2017 | 500 Delegates
- Ontario Association of Veterinary Technicians | March 2017 | 400 Delegates
- 3M Canada | January 2017 | 400 Delegates
- Salvation Army Leadership | April 2017 | 350 Delegates
- Canadian Association for Enterostomal Therapy | May 2017 | 350 Delegates

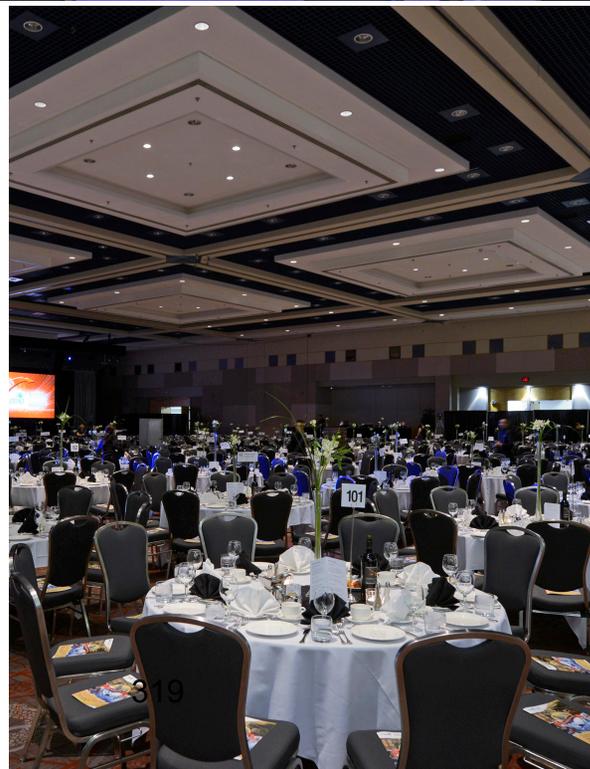


ORHMA Facility of the Year



The London Convention Centre was recognized as Facility of the Year for 2017 by the Ontario Restaurant Hotel Motel Association at the London Hospitality Awards Gala.

This award is presented to an organization that has demonstrated leadership and innovation in the hospitality industry.





LONDON
CONVENTION
CENTRE

Welcome to



Drive Slowly

CAPITAL IMPROVEMENTS

The London Convention Centre is committed to improving spaces to meet the needs of sophisticated audiences.

In 2017, we:

- Enhanced way-finding in the parking garage
- Beautified the parking garage to make a brighter and friendlier space throughout the building
- Improved lighting by installing energy efficient bulbs

CORPORATE SOCIAL RESPONSIBILITY



The London Convention Centre is committed to protecting our environment and is continuously looking to improve our waste management and energy programs. Currently, efforts are directed to reducing waste and energy use and recycling and reusing as many items as possible while continuing to offer a safe environment for guests and staff. Purchasing policies include a “Green” emphasis for all our suppliers.

Recyclable Items (in lbs)	2017
Recycling Co-Mingled	8,355
Wood Pallets	3,795
Organics	38,425
Corrugated Cardboard	15,267
Deep Fryer Oil	825
Waste	50,149
Percent of Recycled Materials	57%



londonCC.com

8TH REPORT OF THE
GOVERNANCE WORKING GROUP

Meeting held on April 23, 2018, commencing at 1:30 PM, in Committee Room #4, Second Floor, London City Hall.

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

ABSENT: Mayor M. Brown and Councillors M. Cassidy and P. Squire

ALSO PRESENT: A. Anderson, A. Codispodi, A. Hagan, M. Hayward, S. Maguire, K. Scherr, E. Soldo, 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. 7th Report of the Governance Working Group

That the 7th Report of the Governance Working Group, from its meeting held on March 5, 2018, BE RECEIVED.

III. ITEMS FOR DISCUSSION

3. Council Policy Manual Modernization

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

- a) the attached proposed by-laws (Appendices A1 to A15) BE INTRODUCED at the Municipal Council Meeting to be held on May 8, 2018, to repeal the following Council Policies which are no longer required:
 - i) Sharing Fence Costs with City;
 - ii) Classification of Warranted and Unwarranted Sidewalks and Roadworks;
 - iii) New Sidewalk Installations;
 - iv) Railway Crossing Protection Drawings;
 - v) Painting of Municipal Address Numbers on City Curbs;
 - vi) Sewer Clean-Outs;
 - vii) Connection to Water Services;
 - viii) Servicing Dry Industrial Uses in the Annexed Area;
 - ix) All-Way Stops;
 - x) Temporary Road Closures;
 - xi) Non-Issuance of Lifetime Golf Memberships;
 - xii) Releasing of Assets Once Residents' Costs Paid;
 - xiii) Preferred Accommodation Charges;
 - xiv) Risk Management Policy;
 - xv) Establishment and Review of Council Policies CPOL.-106-358; and;
- b) the attached proposed by-laws (Appendices B1 to B24) BE INTRODUCED at the Municipal Council Meeting to be held on May 8, 2018 to revoke and repeal the following Council Policies which are to be implemented as Administrative Practices & Procedures, rather than Council Policies:

- i) Spills Policy;
- ii) Assessment, Circulation and Repayment of Road Local Improvements;
- iii) Absence of Private Drain Connections;
- iv) Assessing Rectangular Corner Lots;
- v) Noise Attenuation Barriers;
- vi) Cleaning of Sewer System;
- vii) Noise Barriers on Arterial Roads;
- viii) Responsibility for Installation and Maintenance of Driveway Culverts;
- ix) School Crossing Guard Program Policy;
- x) Coloured Crosswalk Policy;
- xi) Overnight Parking Pass Program Policy;
- xii) Interest Rate;
- xiii) Commuting Charges;
- xiv) Expediting Charges;
- xv) Street Services Implementation and Financing;
- xvi) Parking Tickets Received by Employees;
- xvii) Temporary Vacancies;
- xviii) Workplace Safety and Insurance Act Claims;
- xix) Benefits for Non-Union Employees on Long Term Disability;
- xx) Leaves of Absence Without Pay;
- xxi) Funeral Expenses for Indigent Residents;
- xxii) Interest from Bequest Fund;
- xxiii) Survey Documents Suitable for Ontario Basic Mapping; and
- xxiv) Use of Inflatable Amusement Devices During Rental of City Parks or Other Facilities

4. Council and Standing Committee Meetings – Time of Day/Day of Week

That the Civic Administration BE DIRECTED to prepare, for the review and consideration of the Governance Working Group, a draft 2019 Council and Standing Committee meeting schedule that would incorporate the following principles:

- a) Standing Committee meetings with Agenda items that are considered to be routine and non-controversial, being held on Mondays and Tuesdays on a two week schedule, commencing at 9:30 AM and/or 1:30 PM;
- b) Standing Committee meetings relating to matters requiring public input, including Public Participation Meetings, to be held commencing at 6:30 PM on Mondays and Tuesdays, when required; and,
- c) Council meetings to be held on Tuesdays commencing at 9:30 AM, on a two week cycle;

it being noted that meetings of the Strategic Priorities and Policy Committee would be scheduled in a similar manner to all other Standing Committee meetings.

IV. NEXT MEETING DATE

- 5. That it BE NOTED that the next Governance Working Group meeting will be held on Monday, May 28, 2018, at 1:30 PM, in Committee Room #4.

V. ADJOURNMENT

The meeting adjourned at 2:35 PM.

APPENDIX A1

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-107-359
“Sharing Fence Costs with City”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-107-359 being “Sharing Fence Costs with City” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-107-359 being “Sharing Fence Costs with City” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A2

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-99-351 being
“Classification of Warranted and Unwarranted
Sidewalks and Roadworks”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-99-351 being “Classification of Warranted and Unwarranted Sidewalks and Roadworks” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-99-351 being “Classification of Warranted and Unwarranted Sidewalks and Roadworks” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A3

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-100-352 being
“New Sidewalk Installations”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-100-352 being “New Sidewalk Installations as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-100-352 being “New Sidewalk Installations” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A4

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-111-363 being
"Railway Crossing Protection Drawings".

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL. CPOL.-111-363 being "Railway Crossing Protection Drawings" as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL. CPOL.-111-363 being "Railway Crossing Protection Drawings" is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A5

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-116-368 being
"Painting of Municipal Address Numbers on City
Curbs".

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL. CPOL.-116-368 being "Painting of Municipal Address Numbers on City Curbs" as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL. CPOL.-116-368 being "Painting of Municipal Address Numbers on City Curbs" is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A6

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-195-447 being
“Sewer Clean-Outs”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-195-447 being “Sewer Clean-Outs” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-195-447 being “Sewer Clean-Outs” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A7

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-198-450 being
“Connection to Water Services”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-198-450 being “Connection to Water Services” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-198-450 being “Connection to Water Services” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A8

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-200-452 being
“Servicing Dry Industrial Uses in the Annexed Area”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-200-452 being “Servicing Dry Industrial Uses in the Annexed Area” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-200-452 being “Servicing Dry Industrial Uses in the Annexed Area” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A9

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-209-461 being
“All-Way Stops”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-209-461 being “All-Way Stops” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-209-461 being “All-Way Stops” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A10

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-211-463 being
“Temporary Road Closures”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-211-463 being “Temporary Road Closures” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-211-463 being “Temporary Road Closures” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A11

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-160-412 being
“Non-Issuance of Lifetime Golf Memberships”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-160-412 being “Non-Issuance of Lifetime Golf Memberships” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-160-412 being “Non-Issuance of Lifetime Golf Memberships” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A12

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-34-230 being
"Releasing of Assets Once Residents' Costs Paid".

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-34-230 being "Releasing of Assets Once Residents' Costs Paid" as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-34-230 being "Releasing of Assets Once Residents' Costs Paid" is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A13

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-37-233 being
“Preferred Accommodation Charges”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-37-233 being “Preferred Accommodation Charges” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-37-233 being “Preferred Accommodation Charges” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A14

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-76-308 being
“Risk Management Policy”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-76-308 being “Risk Management Policy” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-76-308 being “Risk Management Policy” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX A15

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-106-358 being
“Establishment and Review of Council Policies”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL. CPOL.-106-358 being “Establishment and Review of Council Policies” as the Municipal Council has determined that this Council Policy is no longer required;

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

1. By-law No. CPOL.-106-358 being “Establishment and Review of Council Policies” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B1

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-87-339 being
“Spills Policy”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-87-339 being “Spills Policy” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-87-339 being “Spills Policy” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B2

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-91-343 being
“Assessment, Circulation and Repayment of Road
Local Improvements”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-91-343 being “Assessment, Circulation and Repayment of Road Local Improvements” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-91-343 being “Assessment, Circulation and Repayment of Road Local Improvements” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B3

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-93-345 being
“Absence of Private Drain Connections”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-93-345 being “Absence of Private Drain Connections” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-93-345 being “Absence of Private Drain Connections” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B4

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-95-347 being
“Assessing Rectangular Corner Lots”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-95-347 being “Assessing Rectangular Corner Lots” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-95-347 being “Assessing Rectangular Corner Lots” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B5

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-104-356 being
“Noise Attenuation Barriers”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-104-356 being “Noise Attenuation Barriers” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-104-356 being “Noise Attenuation Barriers” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B6

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-196-448 being
“Cleaning of Sewer System”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-196-448 being “Cleaning of Sewer System” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-196-448 being “Cleaning of Sewer System” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B7

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-210-462 being
“Noise Barriers on Arterial Roads”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-210-462 being “Noise Barriers on Arterial Roads” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-210-462 being “Noise Barriers on Arterial Roads” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B8

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-212-464 being
“Responsibility for Installation and Maintenance of
Driveway Culverts”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-212-464 being “Responsibility for Installation and Maintenance of Driveway Culverts” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-212-464 being “Responsibility for Installation and Maintenance of Driveway Culverts” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B9

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-216-468 being
“School Crossing Guard Program Policy”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-216-468 being “School Crossing Guard Program Policy” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-216-468 being “School Crossing Guard Program Policy” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B10

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-218-470 being
“Coloured Crosswalk Policy”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-218-470 being “Coloured Crosswalk Policy” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-218-470 being “Coloured Crosswalk Policy” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B11

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-226-478 being
“Overnight Parking Pass Program Policy”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-226-478 being “Overnight Parking Pass Program Policy” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-226-478 being “Overnight Parking Pass Program Policy” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B12

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-96-348 being
“Interest Rate”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-96-348 being “Interest Rate” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-96-348 being “Interest Rate” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B13

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-97-349 being
“Commuting Charges”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-97-349 being “Commuting Charges” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-97-349 being “Commuting Charges” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B14

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-98-350 being
“Expediting Charges”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-98-350 being “Expediting Charges” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-98-350 being “Expediting Charges” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading

–

May

8,

2018

APPENDIX B15

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-101-353 being
“Street Services Implementation and Financing”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-101-353 being “Street Services Implementation and Financing” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-101-353 being “Street Services Implementation and Financing” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B16

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-146-398 being
“Parking Tickets Received by Employees”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-146-398 being “Parking Tickets Received by Employees” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-146-398 being “Parking Tickets Received by Employees” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B17

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-149-401 being
“Temporary Vacancies”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-149-401 being “Temporary Vacancies” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-149-401 being “Temporary Vacancies” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B18

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-150-402 being
“Workplace Safety and Insurance Act Claims”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-150-402 being “Workplace Safety and Insurance Act Claims” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-150-402 being “Workplace Safety and Insurance Act Claims” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B19

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-152-404 being
“Benefits for Non-Union Employees on Long Term
Disability”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-152-404 being “Benefits for Non-Union Employees on Long Term Disability” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-152-404 being “Benefits for Non-Union Employees on Long Term Disability” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B20

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-158-410 being
“Leaves of Absence Without Pay”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-158-410 being “Leaves of Absence Without Pay” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-158-410 being “Leaves of Absence Without Pay” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B21

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-35-231 being
“Funeral Expenses for Indigent Residents”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-35-231 being “Funeral Expenses for Indigent Residents” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-35-231 being “Funeral Expenses for Indigent Residents” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B22

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-36-232 being
“Interest from Bequest Fund”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-36-232 being “Interest from Bequest Fund” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-36-232 being “Interest from Bequest Fund” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B23

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-163-415 being
“Survey Documents Suitable for Ontario Basic
Mapping”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-163-415 being “Survey Documents Suitable for Ontario Basic Mapping” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-163-415 being “Survey Documents Suitable for Ontario Basic Mapping” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

APPENDIX B24

Bill No.
2018

By-law No. CPOL.-

A by-law to repeal By-Law No. CPOL.-143-395 being
“Use of Inflatable Amusement Devices During Rental
of City Parks or Other Facilities”.

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

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

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-143-395 being “Use of Inflatable Amusement Devices During Rental of City Parks or Other Facilities” as the Municipal Council has determined that this Council Policy should more appropriately be an Administrative Practice or Procedure;

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

1. By-law No. CPOL.-143-395 being “Use of Inflatable Amusement Devices During Rental of City Parks or Other Facilities” is hereby repealed.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on May 8, 2018.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading – May 8, 2018
Second Reading – May 8, 2018
Third Reading – May 8, 2018

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MAY 7, 2018
FROM:	CATHY SAUNDERS CITY CLERK
SUBJECT:	LONDON MIDDLESEX HOUSING CORPORATION BOARD OF DIRECTORS VACANCIES

RECOMMENDATION

That, on the recommendation of the City Clerk, with respect to the London Middlesex Housing Corporation Board of Directors:

- a) the letter of resignation (Appendix A) from S. Campbell, effective April 27, 2018 **BE RECEIVED**; and
- b) the Civic Administration **BE ADVISED** as to how the Municipal Council wishes to proceed with respect to filling the vacancy created by the resignation noted in a), above.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

None.

BACKGROUND

On April 10, 2018, the Municipal Council resolved:

That the following actions be taken with respect to the London & Middlesex Housing Corporation Board of Directors:

“...b) interviews BE ARRANGED, before the Corporate Services Committee, with the following applicants for appointment to the LMHC Board for the current Board vacancy, based on the attached ranked ballot:

- R. Mohamed
- D. Peckham
- E. Pelozza;...”.

Since that decision there have been a couple of very recent developments, including one of the interviewees (R. Mohamed) advising that they are no longer interested in serving on the Board, and a current member of the Board of Directors (S. Campbell) resigning from her position on the Board effective April 27, 2018. Given these developments, the Civic Administration is seeking the Municipal Council’s direction as to how it wishes to proceed to fill what is now two vacancies.

Council Members will recall that the LMHC Board has encouraged the Municipal Council to appoint individuals who bring new perspectives and solutions to an increasingly complex business environment, while ensuring fair and equitable representation at all levels of the organization. The Board also indicated its commitment to overall diversity, inclusivity and gender equality throughout the LMHC. They are also on record as stating that Board diversity should include industry experience, management experience, education, functional area of expertise, geography, age, gender ethnicity, Aboriginal status, disability and sexual orientation when considering any Board candidates. The Board has further advised that in order to maintain a balanced and diverse board, which will help achieve its new mission, vision, and

strategic objectives, the LMHC is currently in need of board members who ideally have the following qualifications, skills, and abilities:

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 (J.D., LL.B) Professional with knowledge and experience associated with growing a dynamic and sustainable business and organization operating in the public domain with demonstrated solid skills pertaining 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 and working to achieve social justice through structural change.

The ranking of applicants from the April 9, 2018 meeting of the Strategic Priorities and Policy Committee meeting, for the purpose of determining which of those applicants would be interviewed by the Corporate Services Committee for what was one LMHC Board vacancy at the time, is included for your reference (Appendix B). I have also included the applications of the individuals not included on the original list for interview (Appendix C). This information has been provided in the event that the Municipal Council wishes to consider adding additional names to the interview list from the current inventory of applicants, now that there are two vacancies to fill on the LMHC Board.

RECOMMENDED BY:
CATHY SAUNDERS CITY CLERK

Attachments – Appendices A, B and C.

APPENDIX A

Dear Josh and Michael,

It is with mixed emotions that I write you to let you know that I am resigning from the board of directors. I am so very proud of the great efforts LMHC is making in pursuit of living out the newly defined strategic plan and values. I have taken great excitement from the engagement and commitment to improving the work of LMHC under Josh's leadership.

I decided to resign on Friday April 27 in order to prioritize family and other commitments at this time. This means that my resignation is effective as of April 27 and I will be unable to fulfill any obligations as a board member from this date.

I have enjoyed serving with you Michael as the Chair and sincerely hope that you also take pride in the good work that has been accomplished these past few years. And, obviously, I see all of the hallmarks of excellent leadership in you, Josh. I wish LMHC, the board members, Leadership team and staff all the best as they continue to serve our community.

Warm Regards,

Sarah Campbell

APPENDIX B

Ranked Ballot Conducted on April 9, 2018 by the Strategic Priorities and Policy Committee to Determine Interview Candidates for the London Middlesex Housing Corporation Board of Directors

Candidates Originally Selected for Interview:

Rowa Mohamed – **APPLICATION WITHDRAWN**
 Deborah J. Peckham – **IN PROCESS OF BEING SCHEDULED FOR INTERVIEW**
 Elizabeth Pelozza – **IN PROCESS OF BEING SCHEDULED FOR INTERVIEW**

Remaining Candidates – Ranked by SPPC on April 9, 2018 in Order of Preference

1. Anna Marie Evans
2. Steve Hillier
3. Rodger J. Moran

Original Ballot:

Original Ranked Ballot																			
Councillors:	VANHOLST	ARMSTRONG	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	HUBERT	HOPKINS	RIDLEY	TURNER	USHER	PARK	ZAFMAN	BROWN	SUM	"1" Votes	"2" Votes	"3" Votes
Nominated Slots:																			
EVANS, ANNA-MARIE	2	1	3	4	3	4	3	4	3	2	5	5	4	5	1	49	2	2	4
HILLIER, STEVE	5	4	5	6	6	1	5	5	6	3	6	4	5	2	6	69	1	1	1
MOHAMED, ROWA	3	3	1	1	1	6	1	1	4	1	1	2	2	3	4	34	7	2	3
MORAN, RODGER, J.	6	5	6	5	4	3	6	6	5	6	4	6	3	6	5	76	0	0	2
PECKHAM, DEBORAH J.	1	2	4	2	5	2	2	3	2	5	2	3	1	1	2	37	3	7	2
PELOZZA, ELIZABETH	4	6	2	3	2	5	4	2	1	4	3	1	6	4	3	50	2	3	3

Round 1:

Adjusted Rankings Ballot																			
Councillors:	VANHOLST	ARMSTRONG	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	HUBERT	HOPKINS	RIDLEY	TURNER	USHER	PARK	ZAFMAN	BROWN	SUM	"1" Votes	"2" Votes	"3" Votes
Nominated Slots:																			
EVANS, ANNA-MARIE	2	1	3	4	3	3	3	4	3	2	4	5	3	5	1	46	2	2	6
HILLIER, STEVE	5	4	5	5	5	1	5	5	5	3	5	4	4	2	5	63	1	1	1
MOHAMED, ROWA	3	3	1	1	1	5	1	1	4	1	1	2	2	3	4	33	7	2	3
PECKHAM, DEBORAH J.	1	2	4	2	4	2	2	3	2	5	2	3	1	1	2	36	3	7	2
PELOZZA, ELIZABETH	4	5	2	3	2	4	4	2	1	4	3	1	5	4	3	47	2	3	3

Round 2:

Adjusted Rankings Ballot																			
Councillors:	VANHOLST	ARMSTRONG	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	HUBERT	HOPKINS	RIDLEY	TURNER	USHER	PARK	ZAFMAN	BROWN	SUM	"1" Votes	"2" Votes	"3" Votes
Nominated Slots:																			
EVANS, ANNA-MARIE	2	1	3	4	3	2	3	4	3	2	4	4	3	4	1	43	2	3	5
MOHAMED, ROWA	3	3	1	1	1	4	1	1	4	1	1	2	2	2	4	31	7	3	2
PECKHAM, DEBORAH J.	1	2	4	2	4	1	2	3	2	4	2	3	1	1	2	34	4	6	2
PELOZZA, ELIZABETH	4	4	2	3	2	3	4	2	1	3	3	1	4	3	3	42	2	3	6

APPENDIX C

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

APPENDIX C

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**

APPENDIX C

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