

Agenda Including Addeds

Strategic Priorities and Policy Committee

7th Meeting of the Strategic Priorities and Policy Committee

March 4, 2019, 4:00 PM

Council Chambers

Members

Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, S. Hillier

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

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6. Confidential (Enclosed for Members only.)

6.1 *ADDED - Personal Matters/Identifiable Individual/Solicitor-Client Privileged Advice*

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

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

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7. Adjournment

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 4, 2019
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2019 ASSESSMENT GROWTH FUNDING ALLOCATION

RECOMMENDATIONS

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer:

- a) The 2019 Assessment Growth Funding Allocation Report **BE RECEIVED** for information.
- b) The Assessment Growth Policy attached as Appendix “B” **BE RECEIVED** by Council for review, in accordance with the requirement for Council review of the Assessment Growth Policy in the first year of a new Council term; it being noted that Civic Administration is not recommending any revisions to the policy.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Corporate Services Committee, meeting on January 22, 2019, Agenda Item 2.1, Assessment Growth for 2019, Changes in Taxable Phase-In Values, and Shifts in Taxation as a Result of Reassessment

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=56798>

LINK TO 2015-2019 STRATEGIC PLAN

Council’s 2015-2019 Strategic Plan for the City of London prioritizes “Building a Sustainable City” as a key area of focus, under which “responsible growth” is identified as an individual strategy. The allocation of assessment growth funding based on policy principles ensures that the City is growing in a manner that is consistent with long-term financial sustainability.

BACKGROUND

Assessment growth generally refers to the net increase in assessment attributable to new construction less adjustments resulting from assessment appeals and property tax classification changes. Each year, weighted assessment growth is calculated as it generates incremental tax revenue. For 2019, the weighted assessment growth is 1.96%, or \$11,359,000. This amount, along with the prior year carryover of \$1,356,418, is available to fund costs associated with an expanding and growing city for 2019. The total assessment growth funding available for 2019 is \$12,715,418 as follows:

2019 Assessment Growth (AG) Funding Summary	
AG Funding Available	
Weighted AG at 1.96%	\$ 11,359,000
Prior Year AG Carryover	1,356,418
Total AG Funding Available	\$ 12,715,418

Civic service areas, boards & commissions that incur costs to provide services to new growth areas are required to submit business cases to the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer or designate. The business cases provide justification and rationale for the assessment growth funding requests and include a description of the need for

growth funding, the associated financial impacts as well as metrics. These business cases are included in **Appendix “A”**.

ALLOCATION OF 2019 ASSESSMENT GROWTH

The following table provides a summary of the 2019 assessment growth funding business cases for costs due to a growing and expanding City.

2019 ASSESSMENT GROWTH					
Program /Case #	Service	Total Funding	One-time Funding ¹	Permanent Funding	FTE Impact
ASSESSMENT GROWTH BUSINESS CASES					
CULTURE SERVICES					
1	Library Services - Library Collections	28,028	-	28,028	-
TOTAL CULTURE SERVICES		28,028	-	28,028	-
ENVIRONMENTAL SERVICES					
2	Recycling Collection	49,185	-	49,185	-
3	Garbage Collection & Disposal	560,006	380,000	180,006	0.5
4	Garbage Collection & Disposal (Disposal at W12A)	15,420	-	15,420	-
TOTAL ENVIRONMENTAL SERVICES		624,611	380,000	244,611	0.5
PARKS, RECREATION & NEIGHBOURHOOD SERVICES					
5	Community Centres - Bostwick Community Centre	100,000	-	100,000	-
6	Community Centres - East Community Centre	514,212	-	514,212	21.8
7	Parks & Horticulture - Parks Operations	287,492	104,395	183,097	1.1
8	Parks and Natural Areas Planning & Design	49,925	-	49,925	-
9	Recreation Administration - Recreation Subsidies	70,228	-	70,228	-
10	Urban Forestry - Planning	12,374	-	12,374	-
11	Urban Forestry - Forestry Operations	395,215	-	395,215	-
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES		1,429,446	104,395	1,325,051	22.9
PLANNING & DEVELOPMENT SERVICES					
12	Planning - Senior Planner	107,255	-	107,255	1.0
13	Planning - Consulting	38,775	-	38,775	-
TOTAL PLANNING & DEVELOPMENT SERVICES		146,030	-	146,030	1.0
PROTECTIVE SERVICES					
14	By-Law Enforcement	103,200	-	103,200	1.0
15	Corporate Security and Emergency Management	260,000	250,000	10,000	-
16	Land Ambulance ²	886,000	-	886,000	-
17	Police	1,497,043	-	1,497,043	12.0
TOTAL PROTECTIVE SERVICES		2,746,243	250,000	2,496,243	13.0
SOCIAL & HEALTH SERVICES					
18	Immigration Services	100,000	-	100,000	-
TOTAL SOCIAL & HEALTH SERVICES		100,000	-	100,000	-
TRANSPORTATION SERVICES					
19	Public Transit - London Transit Commission	1,152,100	300,000	852,100	11.0
20	Roadway & Winter Maintenance/Roadway Planning & Design □	697,499	-	697,499	0.8
21	Traffic Control & Street Lighting/Street Light Maintenance	222,720	-	222,720	-
22	Roadways/Traffic Signal Maintenance □	21,579	-	21,579	-
23	Transportation Intelligent Mobility Mngt System (TIMMS)	600,000	-	600,000	3.0
TOTAL TRANSPORTATION SERVICES		2,693,898	300,000	2,393,898	14.8
CORPORATE, OPERATIONAL & COUNCIL SERVICES					
24	Corporate Services, Corporate Planning & Public Support Services□	400,004	-	400,004	4.0
25	Public Support Services - Service London at East Community Centre	150,000	-	150,000	2.0
26	Public Support Services - Customer Relations & Service London	180,823	-	180,823	2.0
TOTAL CORPORATE, OPERATIONAL & COUNCIL SERVICES		730,827	-	730,827	8.0
FINANCIAL MANAGEMENT					
27	Capital Financing - Public Housing Major Upgrades RF Contribution	500,000	-	500,000	-
28	Capital Financing - Bridge Inventory	1,000,000	-	1,000,000	-
29	Finance - Capital Budget Management	86,000	-	86,000	1.0
TOTAL FINANCIAL MANAGEMENT		1,586,000	-	1,586,000	1.0
TOTAL ASSESSMENT GROWTH BUSINESS CASES		\$ 10,085,083	\$1,034,395	\$9,050,688	61.2
Notes:					
1. One-time funding will be carried forward to the following year as a permanent source for future growth costs.					
2. Represents the portion of costs related to increased call volume from the 2019 Annual Budget Update, Budget Amendment Case #5 - Additional Land Ambulance Resources. Staffing impact for Land Ambulance reflected in 2019 Annual Budget Update.					

As noted in the previous table, there are a total of 61.2 FTEs being added, which consists of 38.2 FTEs for civic service areas and 23.0 FTEs for boards & commissions. It should be noted that 21.8 FTE of this increase is attributable to casual staff for the new East Community Centre to facilitate program and service delivery.

2019 ANNUAL BUDGET UPDATE

As part of deliberations for the 2019 Annual Budget Update, it was identified that total assessment growth funding available totalled \$12.7 million and the amount of assessment growth business

cases to cover costs associated with an expanding city totalled \$10.1 million. As such, available assessment growth funding exceeded growth costs by \$2.6 million.

According to the Assessment Growth Policy, remaining funding would be allocated as follows:

- 1) 50% to reduce authorized debt on a one-time basis; and
- 2) 50% to the Capital Infrastructure Gap Reserve Fund on a one-time basis.

As part of deliberations for the 2019 Annual Budget Update, notwithstanding the Assessment Growth Policy, Municipal Council approved that \$330 thousand of the excess assessment growth funding be allocated to reduce the tax levy in 2019. This contributed to the tax levy increase from rates in 2019 being reduced from 2.8% to 2.7%, resulting in an average annual tax levy increase from rates of 2.7% for the 2016-2019 Multi-Year Budget period.

After the \$330 thousand was applied to reduce the tax levy, the remaining funding of \$2.3 million will be allocated per policy. The following table summarizes 2019 Assessment Growth allocation.

2019 Assessment Growth (AG) Allocation Summary	
Total AG Funding Available	\$ 12,715,418
Permanent Service Area Requests	(9,050,688)
One-Time Service Area Requests ¹	(1,034,395)
AG Funding Remaining after Business Case Requests	2,630,335
Notwithstanding Policy: Council Approved Allocation to Permanent Tax Levy Reduction	(330,000)
Remaining amount to be allocated per AG Policy	\$ 2,300,335
Policy Allocation	
50% Debt Reduction on a One-Time Basis ¹	(1,150,168)
50% Capital Infrastructure Gap Reserve Fund on a One-Time Basis ¹	(1,150,167)
Note 1: One-time allocations from 2019 will be carried forward as available funding in 2020 (total of \$3,334,730).	

ASSESSMENT GROWTH POLICY

The process and priority framework for allocating assessment growth funding is outlined in the Municipal Council approved Assessment Growth Policy. The Assessment Growth Policy requires that it be presented to Council for review every four years, in the first year of each Council term. In accordance with this clause, the Assessment Growth Policy is attached as **Appendix “B”** for Municipal Council review. Civic Administration has reviewed the Policy and is not recommending changes at this time.

PREPARED BY:	REVIEWED BY:
RICK LAMON, CPA, CMA MANAGER, ACCOUNTING & REPORTING	MARTIN GALCZYNSKI, CPA, CA MANAGER, FINANCIAL PLANNING & POLICY
CONCURRED BY:	RECOMMENDED BY:
KYLE MURRAY, CPA, CA DIRECTOR, FINANCIAL PLANNING & BUSINESS SUPPORT	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

Attach: Appendix “A” Business Cases
Attach: Appendix “B” Assessment Growth Policy

2019 Assessment Growth Business Case #1

Service Grouping	Libraries
Service	Library Services
Background/Description of Change	Library Collections: London Public Library (LPL) collections are a key means of delivering high quality, accessible and relevant library service to all Londoners. LPL collections serve diverse users with a variety of needs and expectations. Collections connect people of all ages and abilities to a range of ideas, creative thought and expression, information and viewpoints. People can access, use and borrow items from a comprehensive collection of fiction and nonfiction materials across multiple platforms including, but not limited to, print, audio visual and electronic formats. Collection also includes accessible formats (for example blind or low vision formats).

1. Background

a) Area Currently Served by Unit of Measure

London Public Library is accessible to all Londoners (404,100 people) and provides services in-person through the Central Library and 15 neighbourhood branches, by telephone and virtually through its website. In 2017, nearly 3,700,000 library books, magazines, CDs, DVDs, e-books/magazines and other materials were circulated.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$2,311,200		

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$5.72 per Londoner	

d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

- e) Assets Currently Used to Provide Service
N/A

2. Request

- a) Growth Area by Unit of Measure
Population of the City of London in 2019 is expected to be 409,000; that is an increase of 4,900 people (409,000 – 404,100). $4,900 \times \$5.72 = \$28,028$

- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$

- c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$28,028
Capital Cost of Incremental Assets	n/a
Total Growth Request	\$28,028

- d) Impact on Assets Used to Provide Service
To effectively respond to community needs and expectations by meeting demand, improving access, maintaining the currency and scope of the collection, replacing outdated and worn materials, keeping current with new formats and supporting the Library's "User First" service philosophy.

2019 Assessment Growth Business Case #2

Service Grouping	Garbage, Composting and Recycling
Service	Recycling Collection
Background/Description of Change	Every year collection of recyclables must be expanded to include newly constructed homes that receive curbside collection. These materials are collected under contract.

1. Background

- a) Area Currently Served by Unit of Measure
Currently providing recycling collection to approximately 125,600 curbside household units.
- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$5,403,037 – Note this is 2017 Actual	0	0

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$39.16 per curbside household unit	Not Applicable

- d) If this is a Contracted Service, what is the Percentage Contracted Out? 100% of this service is contracted out.
- e) Assets Currently Used to Provide Service None.

2. Request

a) Growth Area by Unit of Measure

Expect to add approximately 1,256 curbside household units (assume 1% growth). The incremental additional cost of adding one household unit is estimated to be \$39.16.

The growth in Recycling Collection amounts to \$49,185 (1,256 curbside household units X \$39.16).

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$49,185
Capital Cost of Incremental Assets	0
Total Growth Request	\$49,185

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #3

Service Grouping	Garbage, Recycling & Composting
Service	Garbage Collection & Disposal
Background/Description of Change	Every year collection of garbage, yard materials and fall leaves must be expanded to include newly constructed homes that receive curbside collection and multi-residential units that receive multi-residential collection. These materials are primarily collected by City forces.

1. Background

- a) Area Currently Served by Unit of Measure
Currently providing garbage collection to approximately 125,600 curbside household units and 52,400 multi-residential units.

- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$8,412,973	59	67.1

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$45.22 per curbside household unit and \$34.02 per multi-residential unit	2,653 units per FTE

- d) If this is a Contracted Service, what is the Percentage Contracted Out? 5% of this service is contracted out.

- e) Assets Currently Used to Provide Service
Garbage collection vehicles based on service type:

- Rear 'packers' used generally for curbside and townhomes complexes, small businesses and downtown litter bins
- Rear 'packers' fitted with tippers to provide service to specific locations with limited space
- Side loading 'packers' used generally for litter bin pickup and specific curbside areas
- Top loading 'packers' generally for bin service at multi-residential buildings, Western University, City-owned facilities such as arenas, parks, buildings, and several non-profit locations (e.g., Nursing homes, Boys & Girls club, Women's Shelters, Men's Mission, Merrymount, St. Vincent, Food Bank, Old East Village), etc.

2. Request

a) Growth Area by Unit of Measure

Garbage collection operating costs are determined by the growth in locations to serve coupled with changes in service delivery arrangements to meet the needs of the customer (e.g., from curbside service to multi-residential bin service). Growth in locations is covered by:

Expect to add approximately 1,260 curbside household units (assume 1% growth) and 790 multi-residential units in 2019 (1.5% growth). The incremental additional cost of adding one household unit is estimated to be \$45.22 and adding one multi-residential unit is \$34.02.

The growth in Garbage Collection amounts to \$83,853 (1,260 curbside household units X \$45.22 + 790 multi-residential units X \$34.02).

The need for a new packer is determined by:

- number of new stops to collect (curbside versus multi-residential – see above)
- number of stops that have switched service type
- weight of garbage to be picked up per route
- weight of garbage per load
- type of collection point to serve
- aesthetics of the collection stop and ability to influence property owner
- distance travelled and time needed to collect a standard beat

On average, a packer of some type is added about every 5 years (between 6,000 and 8,000 stops/units). Packers have been added to the fleet as follows:

- 2007 new rear packer requested (added in 2008)
- 2015 new top leading packer (added in 2015)

An evaluation has been undertaken and a new top loading packer is required to meet customer needs and service requirements in late 2019/early 2020.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
	0.5	\$40,000

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$180,006 (includes growth costs of \$83,853 and \$96,153 internal fleet operating costs)
Capital Cost of Incremental Assets	\$380,000
Total Growth Request	\$560,006

d) Impact on Assets Used to Provide Service
Additional packer added to fleet.

2019 Assessment Growth Business Case #4

Service Grouping	Garbage, Recycling and Composting
Service	Garbage Collection and Disposal
Background/Description of Change	Disposal at W12A: Every year long-term disposal capacity requirements increase because of newly constructed homes that receive curbside collection and waste from City operations serving these areas (e.g., more street sweepings). There is a need to increase the contribution to the Sanitary Landfill Reserve Fund to cover capital costs associated with this growth.

1. Background

a) Area Currently Served by Unit of Measure

Currently providing garbage disposal services to approximately 125,600 curbside household units.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
Varies*	Not Applicable	Not Applicable

*Contributions to the Sanitary Landfill Reserve Fund can vary based on tonnage received.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$15 per tonne	Not Applicable

d) If this is a Contracted Service, what is the Percentage Contracted Out?

100% of the capital projects at the W12A landfill are contracted out. Approximately 65% of the operating budget is expended on contracted or private services at the landfill.

e) Assets Currently Used to Provide Service

The cost to replace capacity at the W12A landfill and cover long-term perpetual care costs is estimated to be \$15 per tonne.

2. Request

a) Growth Area by Unit of Measure

Expect to add approximately 1,256 curbside household units (assume 1% growth).

Next year 1,256 stops will be added which generate about 628 tonnes of garbage (0.5 tonnes of garbage per stop). City operations (e.g., street sweepings from roads, garbage from parks, etc.) typically bring approximately 35,000 to 40,000 tonnes of waste to the landfill each year. This quantity is expected to grow by about 400 tonnes per year as new roads and parks are built to service growth.

The growth in the City will require an increase in contributions to the Sanitary Landfill Reserve Fund of \$15,420 (1,028 tonnes X \$15/tonne). Operating costs are not impacted by this small amount of waste that arrives (i.e., the amount of 5 or 6 tonnes per day is absorbed into the existing operations), however an increase in the contribution to the Sanitary Landfill reserve fund is required.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$15,420
Capital Cost of Incremental Assets	
Total Growth Request	\$15,420

d) Impact on Assets Used to Provide Service

Growth in the City has been taken into account when estimating remaining life of the landfill.

2019 Assessment Growth Business Case #5

Service Grouping	Neighbourhood and Recreation Services
Service	Community Centres
Background/Description of Change	Assessment Growth funding is requested to support the City's share of operating costs associated with the common areas of the new Bostwick Community Centre located at 501 Southdale Road West.

1. Background

- a) Area Currently Served by Unit of Measure

N/A – request is to support the City's portion of common area operating costs at the new Bostwick Community Centre.

- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
N/A	N/A	N/A

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

- e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

- *The City of London, the YMCA of Western Ontario, and the London Public Library have collaborated to construct a new facility at 501 Southdale Road West. The new centre includes a community centre with multipurpose community space, community kitchen, indoor pool and gymnasium, YMCA fitness facility, full service public library, and a Service London counter.*
- *This facility is intended to serve as a recreation centre and community hub for the immediate neighbourhood of Westmount, the growing neighbourhoods of Talbot, Bostwick, and Lambeth and as a destination recreation centre for the larger Southwest area of the city, including Byron, Riverbend, Longwoods, Southcrest, and Highland.*
- *The Bostwick Community Centre serves approximately 89,000 people in the greater Southwest area. The population of this area is projected to continue to grow to over 100,000 in the next ten years.*
- *During the 2016-2019 Multi-Year Budget process, it was expected that the costs associated with operating and maintaining the arena, as well as the City's portion of the costs for the common areas, would be funded by the closure of Glen Cairn and Silverwood arenas. Glen Cairn has been decommissioned but there are still some minor operating costs in the short term. Silverwood, while no longer being used as an ice arena, will likely be re-purposed for other recreation activities. The future use of Silverwood is pending completion of a community engagement process. As a result, not all of the funds originally anticipated are available for re-allocation to the Bostwick Community Centre to fund the City's share of common area costs.*

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$100,000
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$100,000

Request includes funding for utilities, cleaning and maintenance costs.

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #6

Service Grouping	Neighbourhood & Recreation Services
Service	Aquatics, Community Centres, Community Recreation & Leisure Programming
Background/Description of Change	Assessment Growth funding is requested to support the net operating costs associated with the new East Community Centre located at 1731 Churchill Avenue.

1. Background

a) Area Currently Served by Unit of Measure

N/A – request is to support a new Community Centre currently under construction at 1731 Churchill Avenue. A separate assessment growth business case has been submitted for a Service London counter to be located at the new East Community Centre.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
N/A	N/A	N/A

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

- *The 2009 Parks & Recreation Master Plan recommended the City develop a new facility provision model for the Southeast/East area of the city with a greater neighbourhood focus. Based on extensive community consultation, instead of building one large multi-purpose centre with pool and arena, it was proposed the City consider constructing the components on two sites. The two new centres could then serve as both neighbourhood gathering places/community hubs and as district facilities, and better serve the overall population in the area.*
- *After an extensive public engagement process and the evaluation of several sites, Council unanimously approved the East Lions Park site for the community centre aquatics anchored facility in July 2012.*
- *The City of London is currently constructing the new facility at 1731 Churchill Avenue with an anticipated opening for the fall of 2019. The new centre will include a community centre with multipurpose community space, community kitchen, indoor pool and gymnasium, and a Service London counter.*
- *This facility is intended to serve as a recreation centre and community hub for the immediate neighbourhood of Argyle and as a destination recreation centre for the larger Southeast area of the city, including East London, Glen Cairn, Jackson (Summerside), and Victoria.*
- *The East Community Centre will be serving approximately 80,000 people in the greater Southeast area when it opens.*
- *With the addition of the new Community Centre, the City of London has embarked on creating a Master Plan for East Lions Park, with the goal of integrating the new building within the park and form a connected, multi-season experience while preserving as much of the park space as possible. This is a great opportunity to enhance the park and make it a true social hub for the community. Features of the new park will include a new layout that complements the Community Centre building, new playground, full size soccer field, sports courts, multi-use pathways, etc.*

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	21.83*	\$937,158

** Services areas that will be operating at the East Community Centre are Neighbourhood, Children and Fire Services' Recreation Services (Spectrum recreation programs, drop in programs, summer camps, etc.), and Parks and Recreation Aquatic Services. The total FTE count includes casual staff responsible for program and service delivery at this new facility.*

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$514,212**
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$514,212

*** Operating costs include personnel, materials & supplies, janitorial, utilities, and maintenance costs. These costs are partially offset by revenue generated through programs, admissions and rentals.*

d) Impact on Assets Used to Provide Service

The future lifecycle renewal requirements for the new facility have not been determined yet and are therefore not included in this request. A future assessment growth case may be submitted for these costs.

2019 Assessment Growth Business Case #7

Service Grouping	Parks & Urban Forestry
Service	Parks & Horticulture
Background/Description of Change	The current budget for parks property management is based upon a service level frequency achieved in 2018. In order to maintain the 2018 level of service additional resources are required to service new parks, new roadway planters on King St., Hamilton Rd., Main St., and Western/Wharnccliffe Rds., and provide additional resources for the needle recovery program. A total of 17.81 hectares (Ha) of maintained parkland has been added to the system across the city. Any increase to the amount of maintained park property acquired through growth without an increase in the corresponding funding will erode the current service levels throughout the city.

1. Background

- a) Area Currently Served by Unit of Measure

1,052.39 Ha of maintained parkland

- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$6,685,792	0	65.53

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$6,353/Ha	0.062 FTE/Ha

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

5%

- e) Assets Currently Used to Provide Service

Internal fleet resources, which will be increased to account for the additional property management expenses.

2. Request

a) Growth Area by Unit of Measure

*17.81 Ha (17.81 * \$6,353) = \$113,147*

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	1.11	\$41,320

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$41,320+\$71,827*+\$42,950**+\$27,000***
Capital Cost of Incremental Assets	\$104,395****
Total Growth Request	\$287,492

** Includes materials and supplies, as well as vehicle and equipment rental costs.*

*** Costs for the maintenance of new horticultural roadway planters on King St., Hamilton Rd., Main St., and Western/Wharnccliffe Rds.*

**** The current Parks & Horticulture needle collection and disposal program covers approximately 85-95 locations (parks, urban camping sites, needle bin locations) and costs approximately \$280,000/year (approximately \$3,000 per location per year). The needle bin locations will be increased by an additional 9 sites due to growing demand for this service. 9 sites x \$3,000/site = \$27,000.*

***** Turf maintenance equipment, a truck and a trailer will be added to the fleet. These assets will be used by additional temporary staff to maintain the new hectares of parkland added to the system.*

d) Impact on Assets Used to Provide Service

Increase in fleet capacity for parks and horticulture maintenance.

2019 Assessment Growth Business Case #8

Service Grouping	Parks & Urban Forestry
Service	Parks and Natural Areas Planning & Design
Background/Description of Change	As the city grows, we continue to acquire more lands for traditional parks, urban parks and natural areas. Upon acquisition, each area requires planning, design and construction of new amenities, along with on-going maintenance and life cycle renewal. All of these projects also require public consultation. Staff levels to support this process have not kept up with growth. This incremental funding increase will be used to pay for consultants to carry out the work until such time as the growth supports hiring an additional full time employee (FTE).

1. Background

- a) Area Currently Served by Unit of Measure:

At the time of approval of the last assessment growth business case in 2018, the City managed 2,749 hectares of park land.

- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$990,501	9	9.4

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
$\$990,501 / 2,749 = \360.31	$9.4 / 2,749 = 0.003 \text{ FTE/hectare}$

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

Although this is not a contracted service, assessment growth funds have previously been used to fund the hiring of professional consultants to assist City staff in coordinating park related work.

- e) Assets Currently Used to Provide Service

Each full time employee within the Planning Department requires typical office and workstation equipment. There are also three corporate vehicles shared among Planning staff.

2. Request

a) Growth Area by Unit of Measure

Since the previous assessment growth case in 2018, staff estimate that 70 additional hectares of park land will be assumed by the end of 2018 for a total of 2,819 hectares managed as of December 31, 2018.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	70 ha x \$360.31 = \$25,222
Capital Cost of Incremental Assets	\$24,703 (ongoing)**
Total Growth Request	\$49,925

** \$970,115 annual capital program (PD128219 & PD206319)/2,749 x 70 ha added = \$24,703.

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #9

Service Grouping	Neighbourhood & Recreation Services
Service	Recreation Administration
Background/Description of Change	The Recreation Subsidy Program was created to provide recreation access for low income individuals and families. The 2016-2019 Multi Year Budget for Recreation Subsidies was predicated on closing the gap between the budget and the actual utilization, provided that demand for the service remained stable. However, demand has increased significantly, as the number of subsidy users has grown 7% in 2017 (the latest full year of data available).

1. Background

- a) Area Currently Served by Unit of Measure
16,593 users in 2016

- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$999,364	N/A	N/A

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$60.23	N/A

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

- e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

In 2017, demand for recreation subsidies has grown by 1,166 users (17,759 users in 2017).

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$70,228*
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$70,228

*\$60.23 subsidy per user x 1,166 new users

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #10

Service Grouping	Parks & Urban Forestry
Service	Urban Forestry – Planning
Background/Description of Change	As the city grows, new lands are acquired through the development process and are new assets for the City to manage. In some cases special “wooded areas” are acquired. Through this process, the City is supporting the Urban Forest Strategic Plan to “Plant More, Protect More, Maintain Better”. These areas will continue to contribute to our endeavor to meet Council’s goal of 34% tree canopy cover by 2065. The additional growth funding will be used for the delivery of the Urban Forestry Program and specific capital projects. Projects include planning, monitoring and management of forest pests such as Oak Wilt, Emerald Ash Borer (EAB) and Asian Longhorned Beetle (ALB). Growth funding may also address any city-wide forest health related issues that may arise.

1. Background

a) Area Currently Served by Unit of Measure

The last assessment growth business case was submitted in 2018. At that time, the City managed 1,326 hectares of “wooded area.”

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$625,534	6	6

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$625,534 x 40%* / 1,326ha = \$188.69/hectare	6 FTE x 40%*/ 1,326HA = 0.002 FTE/hectare

Appendix A

** Staff time invested in the administration of the City's Tree Protection By-law varies greatly throughout the year, and year-to-year is subject to storm events. We estimate that staff time dedicated to by-law administration is higher than originally planned at approximately 60%, and therefore only 40% of staff's time is dedicated to activities related to woodland management.*

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

Some of the work related to forest management planning is contracted out to consultants. Up to 5% in previous years.

- e) Assets Currently Used to Provide Service

N/A

2. Request

- a) Growth Area by Unit of Measure

Since the previous assessment growth case in 2018, staff estimate that 41 additional hectares of wooded area will be assumed by the end of 2018 for a total of 1,367 hectares managed as of December 31, 2018.

- b) Impact of Growth – Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	0

No additional staff are requested at this time. When sufficient funding has been secured through assessment growth, an FTE may be recommended to continue to provide this service at the appropriate level.

- c) Impact of Growth – Costs

Operating (Growth area x unit of measure cost of service)	41ha x \$188.69 = \$7,736
Capital Cost of Incremental Assets	\$4,638 (ongoing)**
Total Growth Request	\$12,374

*** \$150,000 annual capital program for Woodland Management (PD275419)/1,326ha x 41ha added = \$4,638.*

- d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #11

Service Grouping	Parks & Urban Forestry
Service	Forestry Operations
Background/Description of Change	Increase in the number of new trees planted in parks, on boulevards, open spaces and in recently assumed subdivisions. Increase in the number of assumed Woodlands.

1. Background

- a) Area Currently Served by Unit of Measure
Over 200,000 inventoried trees on boulevards and manicured parks and over 460 woodlands.
- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$3.3M	17	20.6

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$20.47 per tree and \$2,000 per woodland	1 FTE:12,500 trees

- d) If this is a Contracted Service, what is the Percentage Contracted Out?
Based on 2017 approved budget, 30% is contracted out.
- e) Assets Currently Used to Provide Service
Internal fleet and contracted services.

2. Request

- a) Growth Area by Unit of Measure
18,330 new trees and 10 assumed woodlands with trees.

- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

- c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	Trees: \$20.47/tree x 18,330 = \$375,215 (Reforest London, City Plantings, Parks Planning) Woodlands: \$2,000/woodland x 10 = \$20,000 (49 hectares annually added into Woodlots or wooded space) Total: \$395,215
Capital Cost of Incremental Assets	
Total Growth Request	\$395,215

- d) Impact on Assets Used to Provide Service
Contracted and internal resources will service these assets.

2019 Assessment Growth Business Case #12

Service Grouping	City Planning
Service	Long Range Planning and Sustainability
Background/Description of Change	As London has grown, the number and complexity of studies and projects undertaken by City Planning has increased significantly. There is an increasing volume of public consultation and community meetings, policy studies and reviews, environmental assessments and environmental planning issues, secondary plan preparation, and responses to changing provincial legislation. Council's London Plan calls for more growth to be accommodated within existing parts of the City. This growth requires complex strategies and plans, such as precinct plans, secondary plans, and policy formulation to plan for sensitive forms of higher intensity development within existing neighbourhoods, along major corridors and within key growth nodes. Recent projects include various Secondary Plans (White Oaks/Dingman, Southwest Area Plan, Beaufort/Irwin/Gunn and the Byron Pits). In addition, plans are being prepared to accommodate growth within existing urban neighbourhoods such as the Victoria Park district, the Old East Village and Masonville Transit Village. Meanwhile, a growing city requires complex plans and strategies for such things as Inclusionary Zoning, Industrial Land Development, Urban Growth Boundary Expansion and stewardship of The London Plan. The hiring of one (1) additional full time (FT) position is required to ensure that planning matters relating to the growing city can be addressed and to avoid delays in application processing (and the corresponding development activities) within the City of London, while maintaining the level of service the

1. Background

a) Area Currently Served by Unit of Measure

Total Households: 141,000 (2001); 167,500 (2018 est.)

Source: City of London Population, Housing and Employment Growth Forecast, 2016-2044, February, 2018.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$418,340 *	4	4

* Represents salary and benefits for 4 senior planners

c) Unit of Measure Cost of Service (Current Cost (Labour) divided by Current Population, Labour Force and Households)

Unit of Measure Cost	Unit of Measure FTE
\$2.50/household	0.024 Senior Planners/1,000 total households

d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

e) Assets Currently Used to Provide Service

Each full time employee within City Planning Services requires typical office and work station equipment.

2. Request

a) Growth Area by Unit of Measure

The growth and intensification within the City of London has created a strain on the level of service that the current complement of Planners can maintain. This growth and intensification has led to an increased volume and complexity of matters reviewed by these staff, and increases in the number of studies and reviews undertaken to address planning matters associated with the City's growth and development. There is a need to increase the staff complement to address these matters.

The increased number and complexity of these matters requires the supervision and direction of a Senior Planner to provide support and mentorship to other, less experienced planning staff.

Appendix A

Staff resources have been maintained at four full-time (FT) positions since 2001.

Measure: (Total households)

*4 FT positions / 141,000 (2001 households) = 0.028 Senior Planners per 1,000 households * 167,500 (2018 households) = 4.7 FT positions required*

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1.0	\$104,585

c) Impact of Growth – Costs

Operating (<i>Current population x unit of measure cost of service</i>)	\$107,255*
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$107,255

d) Impact on Assets Used to Provide Service

** An additional work station would be needed to accommodate the new staff member. This work station would require items like a computer and phone. Also included are funds for education and membership in Ontario Professional Planners Institute (OPPI), as professional registration is required for this position. An additional \$2,670 has been included in the request to accommodate these ancillary costs.*

2019 Assessment Growth Business Case #13

Service Grouping	City Planning
Service	Long Range Planning and Sustainability
Background/Description of Change	As London has grown, the number and complexity of studies and projects undertaken by City Planning has increased significantly. There is an increasing volume of policy studies, plans and strategies required to deal with this growth and the larger (and more complex) urban system that we are planning. Council's London Plan calls for more growth to be accommodated within existing parts of the City. This growth requires complex strategies and plans, such as precinct plans, secondary plans and new policies to address emergent planning issues and plan for sensitive forms of higher intensity development within existing neighbourhoods, along major corridors and within key growth nodes. Recent projects include various Secondary Plans (White Oaks/Dingman, Southwest Area Plan, Beaufort/Irwin/Gunn and the Byron Pits). In addition, plans are being prepared to accommodate growth within existing urban neighbourhoods such as the Victoria Park district, the Old East Village and Masonville Transit Village. Meanwhile, a growing city requires complex plans and strategies for such things as Inclusionary Zoning, Industrial Land Development, Urban Growth Boundary Expansion and stewardship of The London Plan. While the majority of this work is undertaken by City Planning Staff, there is a requirement for supporting consulting services each year to provide specialized knowledge and experience (planning, environment, economic), to take on discrete portions of larger projects, or to address time constraints. City Planning's annual budget for consulting services has not kept pace with the needs of the growing city and the policy, strategy and planning work that is required to address this growth.

1. Background

a) Area Currently Served by Unit of Measure

Total Households: 141,000 (2001); 167,500 (2018 est.)

Source: City of London Population, Housing and Employment Growth Forecast, 2016-2044, February, 2018.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$103,780	0	0

c) Unit of Measure Cost of Service (Current Cost (Labour) divided by Current Population, Labour Force and Households)

Unit of Measure Cost	Unit of Measure FTE
\$0.62/household	n/a

d) If this is a Contracted Service, what is the Percentage Contracted Out?

100% - consulting fees

e) Assets Currently Used to Provide Service

None

2. Request

a) Growth Area by Unit of Measure

The growth and intensification within the City of London has created a strain on the level of service that City Planning can maintain. This growth and intensification has led to an increased volume and complexity of matters, and increases in the number of studies and reviews undertaken to address planning matters associated with the City's growth and development.

Planning, environmental and economic consultants are needed to provide specialized knowledge and experience and to complete the work program. Additional resources are required to retain appropriate consulting resources to complete the necessary studies, analyses, plans and strategies addressing growth and development in London.

Appendix A

Measure: (Total households)

$\$120,000 \text{ consulting budget (2001)} / 141,000 \text{ (2001 households)} = \$0.85 \text{ per household} * 167,500 \text{ (2018 households)} = \underline{\$142,555}$
consulting budget

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

Operating (<i>Current population x unit of measure cost of service</i>)	$\$142,555 - \$103,780 = \$38,775$
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$38,775

d) Impact on Assets Used to Provide Service

None

2019 Assessment Growth Business Case #14

Service Grouping	Protective Services
Service	By-law Enforcement
Background/Description of Change	Municipal Law Enforcement Services – 1 Full Time Position

1. Background

a) Area Currently Served by Unit of Measure

Municipal Law Enforcement Services' objective is to ensure compliance with city by-laws. This applies to both private and public property where the focus is health and safety, consumer protection, nuisance control, and quality of life issues. The clients of Municipal Law Enforcement Services include the general public, visitors and the business community of London, all property owners and tenants. The City currently has a Municipal Law Enforcement team of 12.85 FTE's to fulfill all responsibilities of this service area.

The population of London has increased year-over-year by 1.2% and households have increased by 1.4%.

While the City has grown, there has been even greater growth in service demands for this service. The additional demands included:

- increase in inspection demand complaints, in vacant building occurrences and licensing inspections;
- increase in neighbourhood enforcement blitzes, inspections related to rental licenses and wall and projecting sign inspections;
- the introduction of private vehicles for hire (Uber), another 4,500 registered drivers require audited licensing oversight;
- issues related to social issues in the Downtown area

	2015	2018	Increase
Full Time Equivalent Employees	12.35	12.85	4%
# of Inspections by Occurrence Code			
licensing	728	1,500	106%
lot maintenance	2,491	2,800	12%
vacant buildings	109	200	83%
zoning	439	500	14%
rental licensing	3,766	5,250	39%
proactive blitzs	384	450	17%
signs	417	300	-28%
wall & projecting sign	-	183	NA
Uber	-	4,500	NA
Total Inspections	8,334	15,683	88%
Inspections Per FTE	675	1,220	81%

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$871,133	12	12.85

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$55.55 per inspection (\$871,133 cost / 15,683 inspections)	1,220 inspections per FTE (15,683 inspections / 12.85 FTE)

d) If this is a Contracted Service, what is the Percentage Contracted Out?

This is not a contracted service.

e) Assets Currently Used to Provide Service

Office space, equipment, furniture, computer (not included in the value noted above).

2. Request

a) Impact on Assets Used to Provide Service

Although efficiencies have been implemented to accommodate some increase in the workload, the growing service demands now result in the need for an additional resource to adequately maintain the existing level of service.

One additional position will assist in managing staff to effectively respond to complaints and inspections and manage the enforcement of special projects such as core area social issues, audits of the vehicle for hire industry and neighbourhood enforcement blitzes.

b) Impact of Growth – Staffing – One MLEO Supervisor Position

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1	\$103,200

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$103,200
Capital Cost of Incremental Assets	
Total Growth Request	\$103,200

d) Impact on Assets Used to Provide Service

An additional work station would be needed to accommodate the new staff member. This work station would require items like a computer and software, phone, chair, desk, and all other expected amenities that an employee with the City of London would generally require plus mobile devices that are specific to the position.

2019 Assessment Growth Business Case #15

Service Grouping	Corporate Security and Emergency Management
Service	Emergency Management
Background/Description of Change	Four additional dispatch consoles required for London Police Service to support the Emergency Communication System.

1. Background

The Emergency Dispatch Centre at London Police Service (LPS) headquarters has seen a steady increase in call volume year to year. Most recently, the Centre has seen an 11% increase in total calls from 2017 (January to November) to the same time period in 2018. This increase in calls can, in part, be attributed to population growth. As the City expands, there is a corresponding increase in emergency calls.

	2016 (Jan-Dec)	2017 (Jan-Dec)	Change	2017 (Jan-Nov)	2018 (Jan-Nov)	Change
Total Telephone Calls	289,353	301,697	4.27%	276,813	307,257	11.00%
9-1-1 Calls	173,684	185,569	6.84%	169,872	188,392	10.90%

Despite the increase in call volume, the level of staffing and number of dispatch consoles have remained the same since 2015. Currently, there are 10 Symphony Dispatch Consoles and nine staff members on a platoon (9 dispatch and 1 supervisor) at the primary dispatch site. When all members of the platoon are working, they occupy all dispatch consoles, leaving no margin of error if there is a major event in the City requiring a dedicated dispatcher or equipment malfunction.

At the backup dispatch site, there are five positions but only two dispatch consoles. This does not meet LPS's minimum staffing requirements, and further to that, creates officer safety and efficiency issues as only the two dispatchers can hear and monitor radio traffic. With the addition of two dispatch consoles at each site, the dispatch centre will be better suited to handle increases in call volume, both day to day and during a major event.

Because the consoles are considered infrastructure to support the Emergency Communication System, this request comes through Emergency Management as infrastructure supports not only Police but Fire as well.

Appendix A

Total (Annual) Operating Cost	FT#	FTE#
\$479,917	1	1

The total annual operating cost is the amount under Emergency Management to support the Emergency Communication Infrastructure. Police and Fire Services would have the bulk of costs related to personnel to support this function.

- a) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$39,993/console	n/a

The amount is only reflective of the Emergency Communications System Infrastructure operating budget. It does not include capital costs of the consoles. Additional costs from Police and Fire would also be reflected in their budgets for personnel, etc.

- b) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

- c) Assets Currently Used to Provide Service

12 Symphony Dispatch Consoles (ten at LPS Headquarters (601 Dundas Street) and two at LPS backup dispatch site (275 Boler Road).

2. Request

- a) Growth Area by Unit of Measure

(Same unit of measure used in current case)

- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	0

- c) Impact of Growth – Costs

Operating <i>(Growth area x unit of measure cost of service)</i>	\$10,000
Capital Cost of Incremental Assets	\$250,000 (one time)
Total Growth Request	\$260,000

- d) Impact on Assets Used to Provide Service

Two additional Symphony Dispatch Consoles required at each site (4 consoles total).

2019 Assessment Growth Business Case #16

2016 | MULTI-YEAR 2019 | BUDGET



AMENDMENT FORM – CASE # 5

STRATEGIC AREA OF FOCUS: STRENGTHENING OUR COMMUNITY

INITIATIVE: ADDITIONAL LAND AMBULANCE RESOURCES TO ADDRESS SERVICE PRESSURES

SERVICE(S): LAND AMBULANCE

SERVICE LEAD(S): MIDDLESEX LONDON PARAMEDIC SERVICE /
ANNA LISA BARBON, MANAGING DIRECTOR, CORPORATE SERVICES AND
CITY TREASURER, CHIEF FINANCIAL OFFICER

TYPE OF AMENDMENT: COST DRIVER AND CHANGED REGULATION

Budget Amendment Tax Levy Impact (\$000's)	2016	2017	2018	2019	2016-2019 TOTAL
Expenditure	\$0	\$0	\$0	\$1,476	\$1,476
Revenue ¹	\$0	\$0	\$0	(\$886)	(\$886)
Net Requested Tax Levy (Cumulative)	\$0	\$0	\$0	\$590	\$590
Net Incremental Tax Levy	\$0	\$0	\$0	\$590	\$590
Annual Tax Levy Impact % ²	0.0%	0.0%	0.0%	0.10%	

Note 1: The growth-related portion of this amendment is proposed to be funded through assessment growth funding in accordance with the City's Assessment Growth Policy.

Note 2: The tax levy impact is calculated using the approved budget.

AMENDMENT 1: ADDITIONAL LAND AMBULANCE RESOURCES

Operating Budget Table (\$000's)

Land Ambulance*	2016	2017	2018	2019		2020-2025***	
	Net	Net	Net	Expenditure	Net	Expenditure	Net
Approved Budget	13,219	14,427	14,742	14,967	14,967	89,802	89,802
Cumulative Amendment				1,476	590**	8,856	3,540
Revised Budget				16,443	15,557	98,658	93,342

* All figures represent London's share of the net Middlesex London Paramedic Service Budget based on the cost apportionment agreement between the City and the County.

** Approximately 60% of the 2019 budget increase is directly attributable to call volume growth and increased service demand particularly in the City of London. It is proposed that the growth-related portion of the budget increase be funded through assessment growth funding in accordance with the City's Assessment Growth Policy, with the balance funded through incremental tax levy.

*** 2020-2025 forecasts exclude any potential provincial funding increases.

Tax Levy Per Cent Impact Table

Tax Levy Impact (Incremental Changes)	2016	2017	2018	2019	2016-2019 Average
Operating Impact	0.0%	0.0%	0.0%	0.10%	0.03%

Staffing Table

Staffing Summary (Cumulative Changes)	2019
# of Full-Time Employees Impacted	8
# of Full-Time Equivalents Impacted	8.25
Full-Time Equivalents Cost (\$000's)	\$551*

* London's share of the total cost of the additional staff based on the approved cost apportionment agreement between the City and the County (currently approx. 83.5%).

Appendix A

Key Performance Indicator(s) Table

Metrics (Cumulative Changes)	2016	2017	2018*	2019*
Calls within City of London	69,643	75,097	80,977	87,318
Total Patient Calls within Middlesex-London	79,940	86,153	92,847	100,061

* Projections assume continued call volume growth consistent with 2017 growth rate. Original estimates included in the 2016 – 2019 Multi-Year Budget allowed for call volume growth of 3.3% per year.

What is the reason(s) for the budget amendment(s)?

The County of Middlesex is accountable to the Province for the provision of Land Ambulance services for the County of Middlesex including the City of London. A cost sharing agreement is in place between the City and the County which governs the apportionment of costs. The information for this budget amendment has been provided by the Middlesex London Paramedic Service (MLPS) and County of Middlesex in its capacity as service manager for Land Ambulance services.

This budget amendment is driven by the steady increase in paramedic service demand, primarily within the City of London, as well as further investments required to mitigate organizational risk and meet changing Ministry of Health standards and requirements. MLPS responded to over 86,000 total calls in 2017, a significant increase in call volume over the prior year. The steady rise in call volume has continued into 2018 with demand for paramedic service expected to remain at higher than originally predicted levels. The pressures to various operating budget lines are further compounded by off-load delays at both Victoria and University hospitals. The significant increase in call volume has resulted in shift overruns as well as increased labour relations related costs. There are situations where, due to demand, ambulances must leave their Middlesex County locations to respond to pressures in the City of London. To make the situation worse, ambulances from other jurisdictions such as Elgin or Oxford have to cover off the County and City calls.

In response to the rise in call volume, MLPS added two temporary 12 hour units starting in the spring of 2018 in order to meet the increased demand for paramedic services.

Due to operating pressures in previous years, MLPS was required to absorb any uncontrollable cost increases through its operating reserves in order to maintain service levels. As a result, the 2019 budget cannot accommodate the existing and growing demand for paramedic services within the County of Middlesex and City of London.

Call Volume

The most significant driver of the 2019 budget amendment is a result of increased call volumes due to growth in service demand. In the City of London, the following factors have impacted call volume:

- Population growth,
- Increase in mental health challenges,

Appendix A

- Aging population,
- Hospital offload delays that are impacting paramedic operations,
- Increase in demand due to post-secondary institutions (Western University and Fanshawe College),
- Hosting of large events such as 2018 Ontario Summer Games, 2019 Juno Awards, Country Music Awards, Budweiser Gardens events, etc.
- Annual events such as Rock the Park, Home County Music and Art Festival, Sunfest, “FOCO”, “HOCO”, St. Patrick’s Day, etc.

Approximately 60% of the 2019 budget increase is directly attributable to call volume growth and increased service demand in the City of London; consequently it is proposed that this portion of the budget increase be funded through Assessment Growth funding in accordance with the City’s Assessment Growth Policy. These costs include:

- A further increase of one (1) additional 12 Hour City vehicle (4 FTE) for a total increase of two (2) 12 Hour vehicles in 2019 (the addition of one 12 hour vehicle was included in the previously approved 2019 land ambulance budget);
- Four (4) new full-time Vehicle Service Technician positions to adequately support the operations division;
- Increased Vehicle Operations and Capital budgets to support the larger fleet of ambulances; and
- Additional insurance, facilities and technology costs to support greater operational demands.

Risk Mitigation

Risk is an inherent part of paramedic operations. Over the past several years risk to the organization has increased significantly. Risk factors include an increase in the complexity of patient care, increase in paramedic scope of practice, changes to basic and advanced life support standards, as well as a notable increase in occupational health and safety risk. All of these factors result in potentially serious liabilities to the organization. Central to the notion of risk management is the need for enhanced paramedic training, education, and various other countermeasures. MLPS has made, and will continue to require, strategic investments in order to properly mitigate these real and perceived risks facing the organization.

Approximately 40% of the 2019 budget increase is attributable to increased costs related to changes in legislation, increased measures necessary to control risks and ensure appropriate service standards are maintained, and other miscellaneous cost increases. These costs include:

- Additional personnel costs as a result of Bill 163 (Supporting Ontario’s First Responders Act) and WSIB pressures, as well as collective agreement adjustments;
- Additional costs (0.25 FTE additional staff) related to an enhanced training model focused on health and safety, patient care, improved education and increased focus on peer support that assists employees experiencing mental health issues related to traumatic events;
- Increased fees for technology support and software licensing;
- Other increases related to insurance, utilities and extended warranties on defibrillators.

Provincial funding is not available in 2019 for the additional 2019 budget pressures. The Ministry’s historical funding allocation is based on 50% of the previous year’s budget (in this case 2018) with some increased allocation for inflationary pressures. The Ministry funding allocation is also discretionary in nature; therefore no provincial funding is factored into this budget amendment.

2019 Assessment Growth Business Case #17

Service Grouping	Protective Services
Service	London Police Service
Background/Description of Change	Increase complement to address growth related impacts.

1. Background

- a) Area Currently Served by Unit of Measure

*Population = 404,100 (2018)**

**Population re-stated based on 2016 Census Data*

- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$116,924,902	837	837

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$116,924,902 / 404,100 = \$289.35	837 / 404,100 = .0021 FTE/person

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

n/a

- e) Assets Currently Used to Provide Service

Vehicles, training, materials and supplies (e.g. fuel, ammunition, outfitting costs and equipment)

2. Request

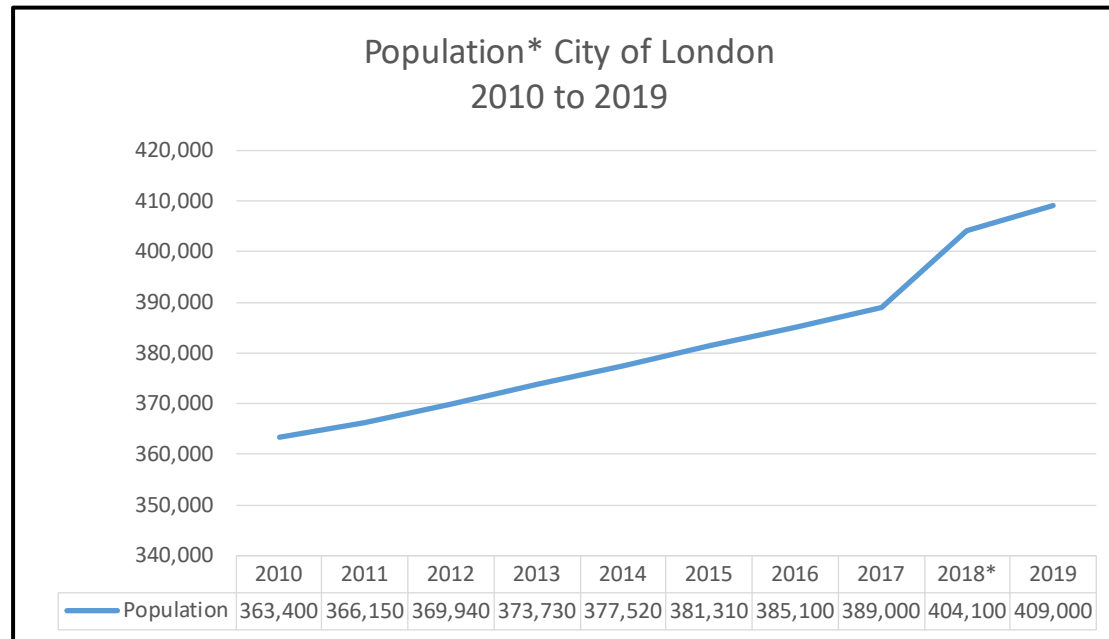
- a) Growth Area by Unit of Measure

In general, increased population will translate to increased demands for policing within the community. London's population initially forecast for 2018 was 392,900 and is projected for 2019 to be approximately 409,000. The resulting increase is 4.1% which represents a cumulation of population increases not previously included in published forecasts. For the purposes of the

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Assessment Growth case, an increase of 1.2% in population (2018:2019) has been utilized with 2018 population re-stated at 404,100.

The following chart represents the population growth within the City of London 2010 through 2019:



*Source: Population (City of London); Population re-stated for 2018 based on 2016 census data.

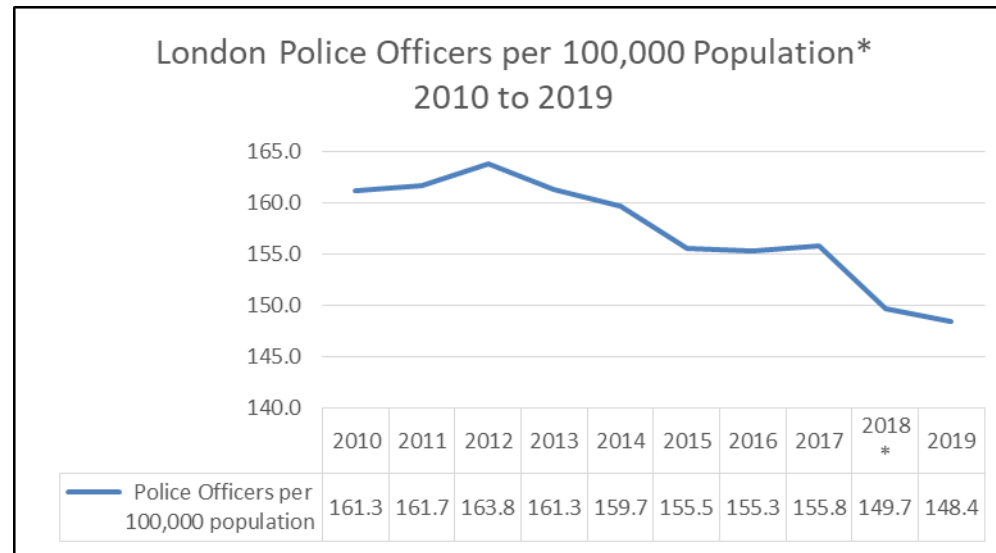
Population density and, in particular, intensification impact demands for policing. Typically, where there is a greater density, greater police resources are required. This includes both proactive and reactive police activities. Recent developments, for example, in the Old East Village and downtown including the opening of the Fanshawe campus, have impacted population density and will require more police resources to maintain public safety and respond to calls. Strategic initiatives introduced by the City to attract and retain population downtown will increase these effects.

In an audit completed during 2015, pwc states that:

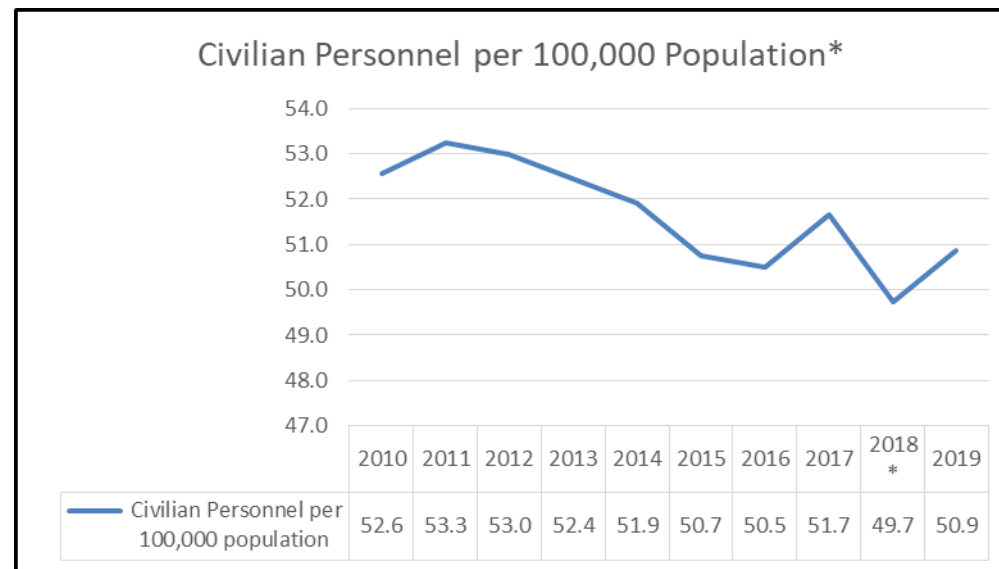
“LPS has a similar number of sworn officers per 100,000 people compared to the average police service. While sworn officers per capita is relatively consistent with other services, LPS has a lower actual operating cost per capita. This means there are strong cost reduction measures at LPS around non-personnel expenses. It could also indicate that the same level of service is being provided, but at a better price.”

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The measurement of Police Officers and Civilian staff per 100,000 Population has declined since 2012 demonstrating that there is declining staff compared to population growth.

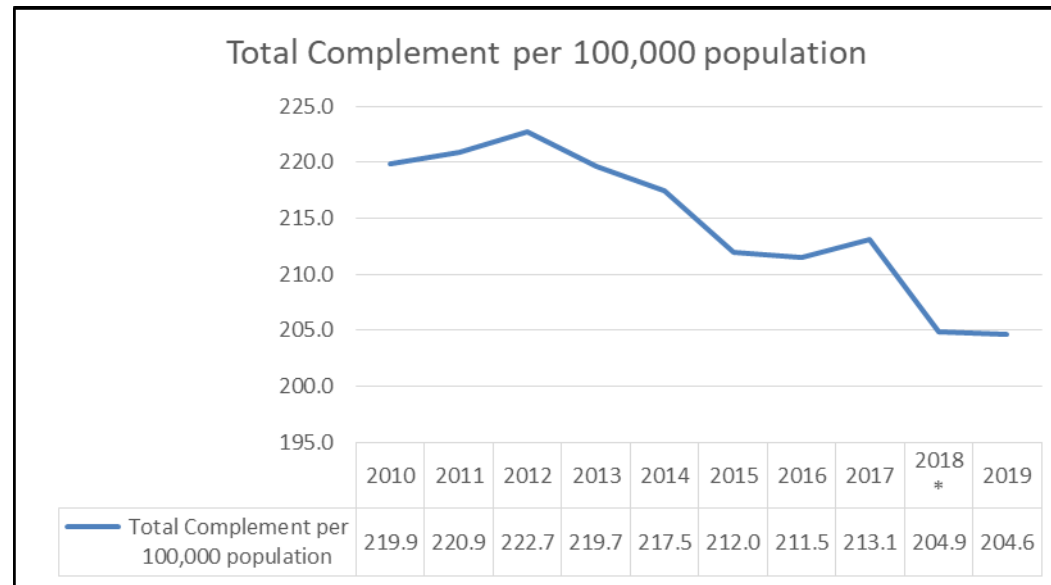


*Source: Population (City of London); Population re-stated for 2018 based on 2016 census data.



*Source: Population (City of London); Population re-stated for 2018 based on 2016 census data.

The total complement per 100,000 population follows the same trend:



*Source: Population (City of London); Population re-stated for 2018 based on 2016 census data.

To maintain a Staff: Population Ratio of 219.9 to 1 (from 2010) for 2019,
a total of **100.2 Staff** (FTE) would be required in 2019

..

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
12	12	\$1,497,043

In order to keep pace with the growth within the City of London and provide adequate and effective police service to a growing City, the following twelve (12) positions (7 Police and 5 Civilian) are required for 2019.

Constable – Patrol Operations (4)

Constables in Patrol Operations are often thought of as the face of the London Police Service. They are engaged in patrol, community engagement, conducting investigations, as well as preparing for and attending court.

Average call times and total time spent on calls has increased as a result of a number of factors. The overall complexity of investigations is increasing some of which is related to requirements for judicial authorizations, the availability of video evidence, and evidentiary requirements. Call times have increased by 4.5% over the past five years which equates to 4.2 Officers.

Over the past five years, a significant amount of time for Officers is required for mandatory training. This includes training related to de-escalation, regulated interactions (street-checks), Conducted Energy Weapon training, and naloxone. The Cannabis legislation will also require training. Over the past four years, training requirements have increased by 14,185 hours for Patrol Operations members which equates to 10 Constables.

Constable – Traffic Management Unit (1)

Constables working in the Traffic Management Unit (TMU) are responsible for traffic enforcement, response to traffic, school bus and crossing guard complaints, hit and run investigations, collision reconstruction, special events (including parades, runs, charitable events, organized protests, motorcycle rides, etc.), training (equipment & legislation related to road safety), and utilizing a forensic mapping system to support major investigations.

The complement in the TMU has been the same since 2003 despite increases in population within the City of London. Growth within the City also translates to more roadways. Both factors impact the number of drivers using the roadways. Since 2003, traffic complaints have increased by 104% and hit and run investigations assigned to Traffic have increased by 981%. Special events alone have increased by 414% over the same period. At the same time, there has been a marked increase in traffic related questions from the community.

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The addition of a Constable in the TMU will enhance the Unit's ability to increase traffic enforcement levels, respond to traffic complaint requests, support internal requests for work and training, and respond to external requests in relation to special events. These enhancements will be managed with the new complement without drawing resources from other areas of the LPS.

Detective Inspector – Investigations Support Branch (1)

Responsibilities for this new position include staffing and managing personnel and equipment and ensuring prompt and efficient service to the community. Specifically this would include oversight for Major Crimes, the Sexual Assault and Child Abuse, General Investigations and Guns and Drugs Sections.

The Criminal Investigation Division (CID) is comprised of 149 staff members in 2018. Senior Officers include one Detective Superintendent and one Detective Inspector. The same structure has been in place since at least 1991 when there were 65 CID members. Benefits to the community will result given that the workload will be shared between two Detective Inspector's in the Division. Risks to the organization and the community will be diminished.

Historical investments to mirror growth within the community have been made for front line staff whereas this position involves a Senior Officer position within the Division in order to ensure strategic planning, foresight of operational and investigative needs, and risk management.

Detective Constable – Sexual Assault and Child Abuse Section (1)

The addition of this position would increase the complement of the Detective Constables in the Sexual Assault and Child Abuse Section (SACAS) to five. Major responsibilities include investigating and completing reports, preparing information for Court and also updating the Violent Crime Linkage Analysis System.

The workload in this Section has been steadily increasing due to a number of factors; for example, there has been a 19% increase in the number of sexual assaults reported over the past five years. Best practices in regards to these investigations have also added to demands and also require ongoing training; therefore, leaving less time to spend on the actual investigations. There has been a 20% increase in overtime for this section over the past three years. These increasing pressures have meant that Section personnel have been unable to respond to some referrals made by the Children's Aid Society in order to conduct preliminary investigations. We know one of the tools to increase efficiency is for trained SACAS members to conduct initial interviews.

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The addition of one Detective Constable will ensure more timely responses as well as faster completion of investigations and also improve services provided to victims. This will allow the workload to be managed properly without undue risk to the community or the LPS.

Crime Analyst (1)

Crime Analysts provide analytical support to strengthen proactive operational strategies, investigative support, and administrative support and outcome evaluations. The unit is relatively new and has been staffed by transferring other positions within the organization. This request is the first addition to overall complement since the unit has been created.

As the City of London grows, new complainants, victims, offenders and locations that require police presence or a police response also increase. A crime pattern is a cluster of offences that are related to one another. By identifying crime patterns, resources can be targeted increasing overall efficiencies. There has been a noticeable increase in the number of crime patterns identified. Prior to 2014, from three to seven patterns were identified annually. This increased to 36 in 2017.

LPS members are becoming aware of how crime analysis can support the organization. This is driving an increase in the number of requests by LPS members which can include a request for statistics, types of crime, or data related to a specific investigation. Those requests have increased more than 400% since 2014.

The unit supports 'smart policing initiatives' which are creative efforts different from the standard model of policing (for example, data driven approaches to patrol and intelligence lead policing). This improves both efficiency and effectiveness across the entire organization. Current demands are preventing the Analysts skills from being leveraged to provide support and contribute to future initiatives (for example, forecasting crime volumes and locations).

These factors are contributing to a workload that has increased exponentially given the growing awareness within the organization of the benefits of the support offered by Crime Analysts.

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Forensic Computer Examiner (1)

The Forensic Computer Examiner is responsible for supporting investigations by conducting forensic analysis of seized computer systems, smart phones, electronic devices and storage media. In addition, the position assists investigators in the safe seizure of evidence, prepares expert reports, testifies in Court and assists the Crown Attorney. They provide informed analysis in support of the purchase of hardware and software.

The growing population in London is resulting in a growing number of people with digital devices accessing the internet and social media. Digital device trends observed nationally and globally are expected to be mirrored within our community. Not only are there more digital devices, this translates to a greater amount of data to process and complex cases contribute to a backlog. From 2012 to 2017, there has been a 128% increase in the yearly data processed by the Digital Forensics Unit. The Supreme Court of Canada R. vs. Jordan decision prescribes time limits for cases to be completed. Forensic computer analysis is an important component which supports successful prosecutions.

The addition of a third Forensic Computer Examiner will allow analysis to be conducted at a reasonable pace and for high quality reports to be produced. Timely and detailed analysis will result and overtime will decrease.

Project Manager (1)

The Project Manager position will be within the Information, Communication and Technology Branch (ICT). Responsibilities will include planning, monitoring, leading, and managing project teams to ensure efficient delivery of completed projects.

The addition of this position will ensure that organizational projects are prioritized and completed on time and on budget. It has been challenging to complete projects and a backlog has developed which impacts IT and communications resources available to support front line staff. There is a growing demand for projects. Since 2000, the number of applications supported by ICT has increased from 8 to 83. External devices such as computers, printers, and phones have increased in quantity from 400 to 1200 and servers from 10 to 52. The LPS currently has 18 members in the ICT branch representing 2.4% of total staff members. Gartner research shows that IT employees typically represent 5.2% of total staff, a difference of 20 staff members. Younger generations in the community utilize technology extensively and create an expectation that there will be a high utilization of technology to deliver modern policing services efficiently.

The project manager will be integral to effectively manage the workload related to the increase in devices and related demands. The LPS is striving to implement more IT infrastructure and technology in an efficient manner and by embracing the most up to date technology. As the reliance on technology continues to grow exponentially, the Project Manager will help to navigate projects from initial stages through completion to support of organizational strategic initiatives and major projects on the horizon (e.g. Digital Evidence Management and Next Generation 950).

Wellness Coordinator (1)

The Wellness Coordinator is a new position at the LPS. The incumbent will be responsible for facilitating individual and group wellness initiatives considering components related to mental and physical wellbeing of our members, at a minimum. This will include reporting on key performance indicators, the collection and analysis of data, and development and delivery of wellness training and programs with a focus on proactive measures.

We know that the pressures faced by LPS staff are significant and the possibility of occupational stress injuries is growing. The incidents of PTSD diagnosis amongst our members has increased by more than 700% since 2012. At the same time, the time lost directly related to PTSD has increased by 37% (2012 to 2017) and WSIB costs have increased more than 51% since 2012. Our Employee Assistance Plan reports that of all our members utilizing their services, 85% were related to counselling. Of that amount, 50% were directly related to managing a crisis/trauma, work or psychological issue. A significant way to improve these results is to invest in proactive prevention with a robust mechanism for early intervention. All of these initiatives will improve productivity. More recently, internal surveys have indicated that there is room to minimize unnecessary stress at work and commit to a psychologically healthy work environment.

The wellness of our members is a priority for the LPS. Under the current model, there is a Critical Incident Stress Management team (for acute response), a peer Support program and a Wellness Committee. All are operated by internal staff who support these initiatives on a volunteer basis in addition to their full-time roles. With the growth of the service, and complement exceeding 800, a full-time and dedicated specialist is required to support these efforts.

Video Technician (1)

Video Technicians in the Forensic Video Unit (VFU) review evidentiary videos and prepare content for court and investigations and provide expertise to ensure videos, often in varying formats, are captured. This includes general maintenance and upgrades to video equipment. Technicians are required to stay current with emerging technology and techniques.

As the population in London increases, there is a related increase in available commercial video and personal videos from hand held devices which capture crime and/or provide evidence of a crime that has occurred. In addition, as costs for the installation of wireless security systems have plummeted, there are more businesses and households utilizing these systems which can be leveraged to support investigations and obtain evidence. Overtime for the VFU staff is projected to increase by more than 25% over 2016 levels during 2018 and still backlogs are developing in processing evidence.

The current complement includes one Video Technician. The addition of a second, is the most efficient method of managing video evidence.

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)*	\$1,497,043*
Capital Cost of Incremental Assets	\$ 0
Total Growth Request	\$1,497,043

**The Operating allocation (Growth area X unit of measure cost of service) actually equates to \$1,417,815 (4,900 residents X \$289.35/resident). The requested amount is higher than the growth calculation would dictate but is necessary to provide the staffing resources requested for 2019. The LPS has consistently requested less Assessment Growth Funding in previous years than what would have otherwise been determined based on the same method of calculation.*

d) Impact on Assets Used to Provide Service

Initial investment in outfitting and equipment costs combined with annual increases in maintenance, equipment, technology, and training costs.

2019 Assessment Growth Business Case #18

Service Grouping	Social and Health Services
Service	Immigration Services
Background/Description of Change	This funding request is to support the implementation of London's Newcomer Strategy. This strategy will focus on attracting, integrating, and retaining Newcomers, including international students, skilled workers and entrepreneurs. London has been experiencing a decline in natural population growth, owing most of its growth over the past five years to the migration of Newcomers. With this natural decrease forecasted to continue, there is a demographic and workforce imperative to attracting, integrating and retaining Newcomers to London to compensate for the declining birthrate and the aging population of Canadians.

1. Background

a) Area Currently Served by Unit of Measure

Between 2001 and 2016, the natural increase in net population growth in London, defined as the surplus of births over deaths, began to decelerate. Over the same period, London saw a decline in the number of workers in the labour force. This steady decline, which is expected to continue in the long term, highlights the importance of Newcomers in filling job vacancies and sustaining an overall positive population growth. Looking forward, the aging labour force base is anticipated to result in a gradual decline in the labour force participation rates over the first half of the forecast period (2016 to 2031) from 60% to 57%. According to the London Economic Development Corporation, there are approximately 5,000 jobs posted monthly that could be filled by Newcomer talent, including those already in London.

Immigration statistics are collected by Statistics Canada and published every five years. In 2016, immigrants made up 22% of London's population, representing an increase of 0.8%, to a total of 83,770.

In May of 2018, the City's Planning department confirmed the adoption of a 1% annual growth rate for its population forecasting, which highlights 80% of this growth will be met through net migration. Statistics released by Immigration, Refugees and Citizenship Canada also highlights that in 2017-2018, international migration accounted for 80% of Canada's population growth. London's new *Choose London – Innovative, Vibrant and Global: London's Newcomer Strategy* identifies migration as a primary driver of long-term population growth. London should therefore look to attract an average annual net Newcomer inflow of no less than 4,000 in order to maintain a 1% population growth rate over the next five years. Achieving this level of population growth will ensure a sufficient supply of skilled workers available to fill local job vacancies, which will in turn support growth in London's

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assessment base. Currently, London is attracting and retaining too few skilled trade workers to meet the labour market demands, often resulting in businesses citing the lack of local talent as a major constraint to their growth. The number of immigrant entrepreneurs choosing London has also been on the decline over the last several years which affects economic growth and succession planning to support the local business infrastructure. Without the necessary financial supports dedicated to improving London's ability to welcome, integrate and retain Newcomers, and the international economic investments they bring, the local economy may begin to suffer resulting in fewer residents contributing to London's tax base.

To support the Newcomer Strategy's work plan, and the ongoing successful implementation of activities geared towards the attraction, integration and retention of these newcomer migrants, additional financial resources are required.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$143,388 Net*	1	1

* The current level of approved expenditures for Immigration Services includes a 100% federally funded contract of \$196,791 with Immigration, Refugees and Citizenship Canada (IRCC) to fund the London & Middlesex Local Immigration Partnership (LMLIP) as well as \$143,388 of approved City funding to support the co-ordination of services and systems to attract and retain immigrants and International Students.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

d) If this is a Contracted Service, what is the Percentage Contracted Out?

Approximately 25% of the services will be contracted out.

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

Assessment growth funding will support the project-based implementation of the five-year Newcomer Strategy. Specifics will be determined in consultation with the London Newcomer Strategy Advisory Body which will be active as of November 30, 2018. The Newcomer Strategy will look to implement activities that will include marketing and promotional work especially through digital platforms, increasing networking opportunities, and internship programs for Newcomers to gain work experience with the

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end goal of facilitating their integration into the local labour market. This Strategy will also depend on collaboration with a variety of stakeholders to convene an annual forum that will focus on ways to improve London's ability to welcome all Newcomers. At the Provincial and Federal level, the advisory body will focus on policy work to reduce systematic barriers through developing business cases and position papers to advocate on behalf of local stakeholders and neighbouring municipalities.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$100,000
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$100,000

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #19

Service Grouping	Public Transit (London Transit Commission)
Service	London Transit Commission – Conventional and Specialized Transit Services
Background/Description of Change	Increase in service hours to address the growth in the transit system. Additional funding is required to provide service hours to conventional and specialized services.

Conventional Transit Service

1. Background

a) Area Currently Served by Unit of Measure

In April 2015, the Commission approved the final recommendations set out in the Strategic Route Review and Service Guidelines Study. The study recommendations include the need to grow the current route structure in terms of areas and times of coverage as well as frequency in order to respond to ongoing service quality issues and requests for additional services. The recommendations relating to service growth are based on the following guiding principles:

Address Overcrowding and Missed Trips: A review of passenger load data confirmed the busiest routes in the system. As such, a key focus of the plan was to improve frequency on routes that experience periodic crowding.

Enhance Overall Service Levels with a Focus on a Frequent Transit Network and Strategic Corridors: The transit mode share target identified in the City of London's Transportation Master Plan identifies a need to significantly grow transit ridership over the next 20 plus years. To attract new customers and respond to growing population and employment in the City, enhancements to the transit system are required to capture a larger share of transportation demand. A Frequent Transit Network was identified based on the existing demand along each of the transit corridors. A Frequent Transit Network is defined as the portion of the network on which service is operated at a frequency that eliminates the need for passengers to plan their trips around a published timetable. In addition, existing planning objectives were reviewed to identify other Strategic Corridors that would complement the Frequent Transit Network. Strategic Corridors were identified as corridors that connect to major destinations and/or future Transit Villages as identified in the London Plan and/or are designated as Rapid Transit or Urban Corridors in the London Plan (with a focus on transit supportive land use and intensification).

In order to implement the recommendations set out in the 5 Year Service Plan, approximately 17,700 annual service hours need to be added to the Conventional Service for each of the years 2016-2019. In addition to the annual increased hours, the 5 Year Service Plan sets out significant changes to the service, which will be accommodated through the repurposing of

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existing hours from under-performing routes to routes where demand is high. The investment in service is considered critical, noting without same, ridership loss can be anticipated.

b) Current Cost and Labour for Service or Program Provided

	Operating Cost	Total Revenue	City	Service Hours	Rides	FTE	Fleet
2019 only	\$ 435,800	\$ 229,600	\$ 206,200	6,000	99,600		1
Annualized	\$1,285,600	\$ 677,300	\$ 608,300	17,700	293,800	11	

Note: The requested 2019 only City investment for assessment growth of \$206,200 relates to the increase of 6,000 service hours in the fall of 2019. Correspondingly, the annualized amount of \$608,300 directly supports the annual increase of 17,700 service hours.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	2017 (Actual)	2018 (Projection)	2019 (Budget)
Total Cost per Revenue Service Hour	\$ 108.26	\$110.97	\$112.94

2. Request

- a) \$206,200 in 2019 or \$608,300 on an annualized basis in City investment, requested to be funded by assessment growth.
- b) Fleet expansion of 1 bus to accommodate growth in service hours:
 - i. 1 bus for existing service area calling for total capital investment of \$600,100, City investment of \$300,000 (50% City, 50% Provincial Gas Tax).

Specialized Transit Service

1. Background

a) Area Currently Served by Unit of Measure

Specialized transit services have experienced significant growth in registrants, directly attributable to demographic changes and population growth. The growth in eligible registrants is currently averaging 10% per year. Service growth has not kept pace with registrant growth and related trip demand. This has resulted in non-accommodated trips growing from the standard 2% of total bookings to an average of 5% of total bookings in 2014 (15,000 trips). Progress is being made on bringing the non-accommodated trip rate down; noting certain of the accommodation has been supported by the move to larger vehicles. Adding to the service challenge is the change in origin/destination as registrants' trip origin and/or destinations have moved to the new growth areas of the City.

There are 6,000 growth hours being added to the specialized service for 2019 primarily intended to address demand.

b) Current Cost and Labour for Service or Program Provided

	Operating Cost	Total Revenue	City	Service Hours	Rides	FTE	Fleet
2019 only	\$ 161,000	\$ 39,100	\$ 121,900	3,000	7,400	N/A	N/A
Annualized	\$ 322,000	\$ 78,200	\$ 243,800	6,000	14,800		

Note: The requested 2019 only City investment for assessment growth of \$121,900 relates to the increase of 3,000 service hours in 2019. Correspondingly, the annualized amount of \$243,800 directly supports the annual increase of 6,000 service hours.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	2017 (Actual)	2018 (Projection)	2019 (Budget)
Total Cost per Revenue Service Hour	\$ 50.71	\$ 58.05	\$61.88

2. Request – Specialized Transit

- \$121,900 in 2019 or \$243,800 on an annualized basis in City investment requested to be funded by assessment growth.
- Capital requirements are nil due to the outsourcing of the service

Summary Total Request – Accessible Public Transit Services

	2019	Annual
Conventional		
Operating	\$ 206,200	\$ 608,300
Capital	\$ 300,000	\$ 300,000
Specialized		
Operating	\$ 121,900	\$ 243,800
Total	\$ 628,100	\$ 1,152,100

2019 Assessment Growth Business Case #20

Service Grouping	Roadways
Service	Roadway Maintenance/Winter Maintenance/Roadway Planning & Design
Background/Description of Change	Roadway Maintenance: Increase in the amount of road and sidewalk assets due to newly assumed subdivisions, warranted sidewalk program, walkways, ditches, boulevards, downtown maintenance and roadside maintenance. Winter Maintenance: Increase in amount of the road and sidewalk assets due to newly assumed subdivisions, warranted sidewalk program and road widening. Additional funding is required to provide winter control service to those areas. Roadway Planning & Design: On October 7, 2013, the Civic Administration reported to the Civic Works Committee, the Transportation Infrastructure deficit that currently exists as a result of capital funding not keeping pace with the growth of the City. As identified in the report, an average of \$52,170,000 is needed annually to maintain the existing transportation network. This capital funding need increases with the expansion of the system. This is a request for additional lifecycle capital funding for the 24 km that will be added to the infrastructure as a result of growth.

1. Background

- a) Area Currently Served by Unit of Measure
 3,661 lane kms of road; 1,515.4 km of sidewalk and 57.4 lane kms of bike lanes.

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b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	Total (Annual) Operating Cost	FT#	FTE#
Roadway Maintenance	\$10.7M	89	116.4
Snow Control	\$14.1M	55	65.4
Roadway Planning & Design	\$2.4M	37	37.8

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Service/Program	Unit of Measure Cost	Unit of Measure FTE
Roadway Maintenance	\$5,818 per road lane km \$306 per sidewalk lane km \$2,200 per bike lane km ⁽¹⁾	Ratio of km per FTE
Snow Control	\$3,406 per lane km \$1,377 per km of sidewalk \$7,110 per bike lane km ⁽¹⁾	Not applicable
Roadway Planning & Design	52,170,000/3,661=\$14,250/lane km ⁽²⁾ Plus 12% = \$15,960/lane km	Ratio per lane km per FTE

⁽¹⁾ Average cost per lane km based on cycling facility type.

⁽²⁾ Cost \$14,250/lane km based on costs in 2013. Current information indicates road construction costs have increased 12% in the past five years. \$14,250 plus 12% = \$15,960/lane km.

d) If this is a Contracted Service, what is the Percentage Contracted Out?

Roadway Maintenance:	Not applicable
Snow Control:	Based on the pieces of equipment, 50% is contracted out
Roadway Planning & Design:	Capital Projects (construction) 90%

e) Assets Currently Used to Provide Service

Roadway Maintenance:	Numerous vehicles managed through the city's internal fleet
Snow Control:	65 Road Plows, 25 Spreaders, 37 Sidewalk Plows plus additional service vehicles both contracted and city owned.

2. Request

a) Growth Area by Unit of Measure

Roadway Maintenance: 24 lane kms of road (24 x \$5,818), 17 km of sidewalk (17 x \$306) and 6.925km of bike lanes (6.925 x \$2,200)

Snow Control: 24 lane kms of road (24 x \$3,406), 17 km of sidewalk (17 x \$1,377) and 6.925 km of bike lanes (6.925 x \$7,110)

Roadway Planning & Design: 24 lane kms of road (24 x \$15,960)

b) Impact of Growth - Staffing

Service/Program	Staffing FT#	Staffing FTE#	Staffing FTE \$
Roadway Maintenance	0	0.76	\$33,976
Snow Control	0	0	\$0
Roadway Planning & Design	0	0	\$0

c) Impact of Growth – Costs

Cost	Roadway Maintenance	Winter Maintenance	Roadway Planning & Design	Total
Operating	\$160,069	\$154,390		\$314,459
Capital			\$383,040	\$383,040
Total Growth Request	\$160,069	\$154,390	\$383,040	\$697,499

d) Impact on Assets Used to Provide Service

Roadway Maintenance: Partial use of the City's equipment. Existing lane km of 3,661 and 1,515.4 km of sidewalk maintained by 115.38 FTE which equates to 31.45 km/FTE. With the addition of 24 lane km and 17 km of sidewalk, 0.76 FTE is being requested to manage increase in the number of kms assumed. The funding is required to support additional temporary resources and materials.

Winter Maintenance: Partial use of the City's winter equipment. The funding is required to support additional contract resources and materials.

Roadway Planning & Design: Ongoing renewal of additional infrastructure and associated engineering added as a result of growth.

2019 Assessment Growth Business Case #21

Service Grouping	Roadways
Service	Traffic Control & Street Lighting/Street Light Maintenance
Background/Description of Change	Additional street lights are added to the City's network as new subdivision streets are assumed. This increases the maintenance and energy costs of providing this service. Additional funding is required.

1. Background

- a) Area Currently Served by Unit of Measure
36,482 Street Lights

- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$8.1M	2	2.3

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$222.72/street light	

- d) If this is a Contracted Service, what is the Percentage Contracted Out?
The maintenance (46%) and energy (52%) components of this service are contracted out.
- e) Assets Currently Used to Provide Service
Purchased Services (maintenance contract) and Materials & Supplies (energy).

2. Request

- a) Growth Area by Unit of Measure
1,000 street lights (1,000 x \$222.72).

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$222,720
Capital Cost of Incremental Assets	
Total Growth Request	\$222,720

d) Impact on Assets Used to Provide Service
Increased maintenance contract and energy costs.

2019 Assessment Growth Business Case #22

Service Grouping	Roadways
Service	Roadways/Traffic Signal Maintenance
Background/Description of Change	Additional traffic signals are added to the City's network as traffic volumes grow associated with new residential, commercial and institutional development. This increases the maintenance and energy costs of providing this service. Additional funding is required.

1. Background

- a) Area Currently Served by Unit of Measure
400 Traffic Signals

- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$2.9M	4	4.5

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$7,193/traffic signal	

- d) If this is a Contracted Service, what is the Percentage Contracted Out?
The maintenance (81%) and energy (5%) components of this service are contracted out.
- e) Assets Currently Used to Provide Service
Purchased Services (maintenance contract) and Materials & Supplies (energy).

2. Request

- a) Growth Area by Unit of Measure
3 traffic signals (3 x \$7,193)

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$21,579
Capital Cost of Incremental Assets	
Total Growth Request	\$21,579

d) Impact on Assets Used to Provide Service
Increased maintenance contract and energy costs.

2019 Assessment Growth Business Case #23

Service Grouping	Roadways
Service	Roadways/Traffic Signal Maintenance
Background/Description of Change	The Transportation Intelligent Mobility Management System (TIMMS) is a multi-year project to modernize and upgrade our traffic signal system. The TIMMS project will include a Transportation Management Centre (TMC) to oversee operations on our transportation network during peak periods. This upgrade would include new central traffic signal management software, additional vehicle sensors to assist in real-time incident management, pilot “adaptive” traffic signals to modify timings in real-time, and a communication system upgrade to support modern sensors and devices. The TIMMS project is required to address traffic growth in London by providing a more responsive system to changing travel needs. With additional travel demands on our roadways due to growth in our city, it is not always possible to physically expand our roads due to space limitations and cost. New technologies, such as those proposed in the TIMMS project, would help our existing infrastructure to operate more efficiently and effectively. The 2019 Business Case includes the staff required to operate the TMC and funds for maintenance and software licencing fees.

1. Background

a) Area Currently Served by Unit of Measure

Each year the traffic signal timings are modified along one-third of the major corridors to improve traffic flow, but the tools available are limited. New technology is required to deal with traffic growth. As the City of London continues to grow, we have to ensure that the traffic signal system is able to handle the City’s needs. One way to measure traffic flow is using the Travel Time Index (TTI) which compares the travel time during peak times to free flow movement. Currently our TTI is 1.4 (e.g. it takes 40% longer to travel during the afternoon peak times compared to free flow). The TTI will continue to grow as the city grows unless other measures are put in place. A strategic priority for the next five years is to reduce the TTI by 5%. In order to achieve this goal additional equipment, tools and staff are required as outlined in the TIMMS

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project. Without this equipment and resources the TTI will continue to grow, putting additional strain on the road network and putting pressure on the need to widen roads, a costly alternative to TIMMS. TIMMS is such a system that will upgrade our current traffic signal system. It also supports the 2015-2019 Strategic Plan by focusing on the following strategic areas:

- **Strengthening the Community** by providing a healthy, safe, and accessible city to strengthen emergency management, operations, and public notification information,
- **Building a Sustainable City** by providing convenient and connected mobility choices to improve travel by managing congestion and increasing roadway safety and by providing robust infrastructure; and,
- **Leading in Public Service** by providing great customer experiences through innovative technology.

Previous Reports pertaining to TIMMS include the following:

Civic Works Committee – October 24, 2017.

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=34127>

Civic Works Committee – April 17, 2018.

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=41750>

2. Request

a) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
3	3	\$320,000

b) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$320,000: Personnel for 3 full time equivalents \$180,000: Maintenance \$100,000: Software licensing & support fees
Capital Cost of Incremental Assets	
Total Growth Request	\$600,000

c) Impact on Assets Used to Provide Service

Increased maintenance contract and software licensing costs.

2019 Assessment Growth Business Case #24

Service Grouping	Corporate Services, Corporate Planning and Public Support
Service	Corporate, Operating and Council Services
Background/Description of Change	Corporate Services, Corporate Planning and Public Support account for approximately 6.9% of the overall property tax supported budget. These are not directly attributable to a particular services; however, they are required for the on-going delivery and support of municipal services. These costs include, but are not limited to: Information Technology Services, Facilities, Customer Service, Corporate Communications, Corporate Management and Human Resources.

1. Background

a) Area Currently Served by Unit of Measure

Corporate Services, Corporate Planning and Public Support currently support approximately \$864 million in municipal services of the \$943.5 million in total expenditures.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$65.1 million*	420	441.2

*Expenditure budget less non-operational expenditures.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
$\$65.1\text{M}/\$943.5\text{M} = 6.9\%$	N/A

d) If this is a Contracted Service, what is the Percentage Contracted Out?

Approximately \$208,000 or 0.32% of the \$65.1 million expenditure budget is related to contracted services.

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

Assessment growth is anticipated to generate at least 1% (on average) of incremental tax revenue which equates to approximately \$5.8 million to extend the existing level of municipal services, such as road maintenance, snow ploughing, garbage collection, street lighting, recreation, library and police services, to growth areas of the City. Corporate Services, Corporate Planning and Public Support currently account for 6.9% of the total expenditures.

To adequately maintain the existing level of support, additional funding is being requested to fund services such as ITS (2 FTE) and Corporate Management (2 FTE) given that over the years, increased cost pressures have been realized in these areas to support the services that are expanding due to a growing City.

Increases in volume and expectations are being placed on our network and mobility environments. This has resulted in a need for additional resources in Messaging and Mobility and Network. These roles are essential to continue to support our services.

In addition, as our City continues to grow we are seeing significant increases in corporate based projects and increases in issues raised through services, staff, members of the public and Council.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
4	4	\$384,176

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$400,004
Capital Cost of Incremental Assets	0
Total Growth Request	\$400,004

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #25

Service Grouping	Public Support Services/Neighbourhood & Recreation Services
Service	Customer Relations - Service London and Recreation Administration
Background/Description of Change	Assessment Growth funding is requested to support the construction and staffing of a Service London counter at the new East Community Centre located at 1731 Churchill Avenue.

1. Background

a) Area Currently Served by Unit of Measure

N/A – request is to support a new Service London counter at the East Community Centre facility currently under construction at 1731 Churchill Avenue.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
N/A	N/A	N/A

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

- *The City of London is currently constructing a new facility at 1731 Churchill Avenue. The new centre will include a community centre with multipurpose community space, community kitchen, indoor pool and gymnasium, and a Service London counter.*
- *This facility is intended to serve as a recreation centre and community hub for the immediate neighbourhood of Argyle and as a destination recreation centre for the larger Southeast area of the city, including East London, Glen Cairn, Jackson (Summerside), and Victoria.*
- *The East Community Centre will be serving approximately 80,000 people in the greater Southeast area when it opens.*
- *Council's Strategic Plan for the City of London, 2015-2019 identifies 'Leading in Public Service' as a strategic area of focus. This strategic area of focus includes the strategy 'excellent service delivery' under which the Service London Implementation Plan is referenced.*
- *Service London is a transformational initiative that places the customer at the centre of service planning and delivery. This means enhancing and improving the delivery of customer services through the modernization and integration of our customer service channels (online, telephone, in-person).*
- *Increasing the information and services available at all City customer service counters not only ensures consistency at all locations, it also supports the drive toward one-stop access to service.*
- *During the 2016-2019 Multi-Year Budget process, it was noted that the Service London Counter Strategy would be pursued through future Assessment Growth requests for capital costs and associated ongoing operational costs, of which this is the second request under this strategy (funding was previously requested for the new Bostwick Community Centre).*
- *The requested funding will support the staffing of the new Service London counter. This district level counter will be located on the main floor of the new facility. The space will provide access to the following:*
 - o *Access to multiple services (ability to make payments, complete registrations/bookings, informational transactions, complaints/inquiries, etc.)*
 - o *Access to service area experts by appointment*
 - o *Hoteling space for staff and agency partners*

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
2.0	2.0	\$150,000

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$150,000
Capital Cost of Incremental Assets	
Total Growth Request	\$150,000

d) Impact on Assets Used to Provide Service

These positions require a workstation and chair, computer, and desk phone. Licenses to corporate technology platforms (Perfectmind, Microsoft Dynamics CRM) will be required.

2019 Assessment Growth Business Case #26

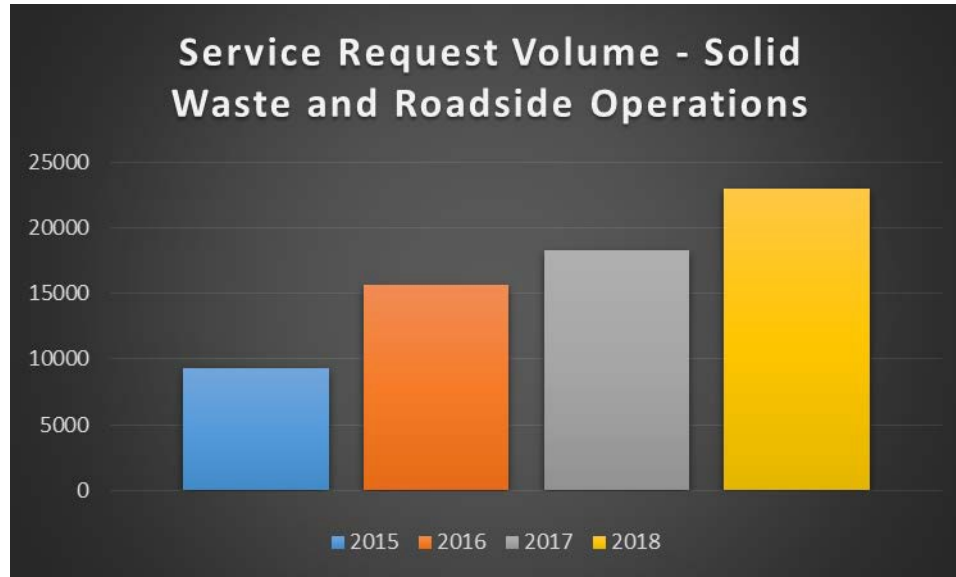
Service Grouping	Public Support Services
Service	Customer Relations and Service London
Background/Description of Change	Assessment Growth funding is requested to support the additional staffing needs of the Customer Relations Representative function currently housed at Centennial House. This group provides the intake for a diverse set of requests for service and information. Two additional positions are required to manage the growing demand on this key area of public support services.

1. Background

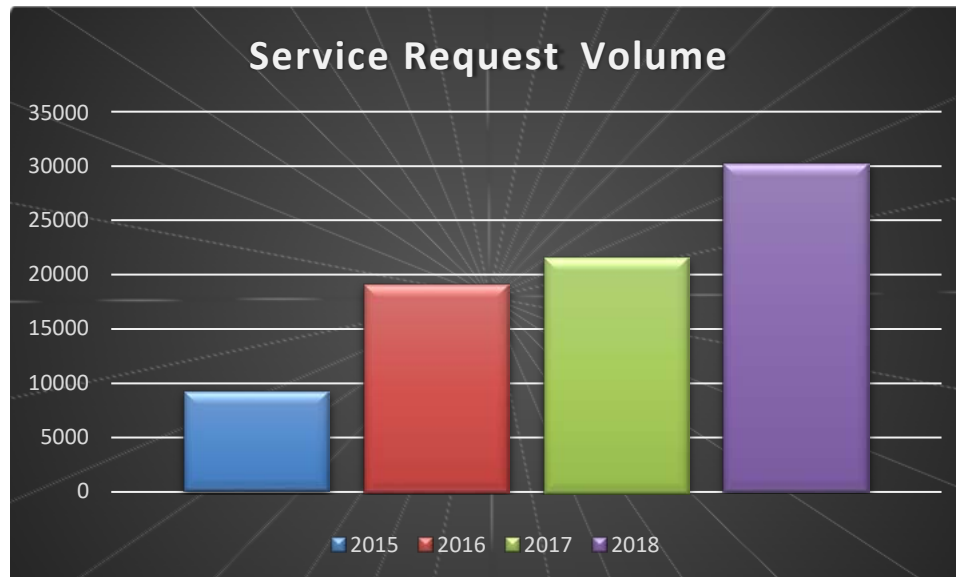
a) Area Currently Served by Unit of Measure

Several Divisions rely on the Customer Relations Representatives (CRR) function in Centennial House to provide the intake for Service Requests. This happens through phone, email and in person channels, and, since the spring of 2017, the Service London Portal. This group primarily records these instances in the Customer Relationship Management (CRM) platform, through which the workflow associated with Service Requests is managed. The volume of Service Requests handled by the CRR group has grown since the platform was first implemented in 2015. For example, the number of Solid Waste Service Requests handled by the CRR group increased by approximately 220% from 2015-2018. Service Requests for Roadside Operations (pot holes, snow removal, etc.) have cumulatively increased by 284% from 2015-2018. Additional areas have also implemented the CRM platform since 2016.

The chart below shows the annualized growth of Solid Waste and Roadside Operations Service requests from 2015-2018.



The chart below shows the annualized growth of all service requests in CRM that are handled by the CRR group, which includes the addition of new Service Request types.



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The CRR group has taken on new work from some of the service areas that have recently implemented the CRM platform. In the fall of 2018, for example, Traffic Engineering implemented CRM and there have already been over 1,200 recorded interactions. The CRR group now provides the intake for this Division.

While the increase in Service Request intake is tied to a growing city population as well as a growing number of households and businesses, it also reflects changing expectations around access to and the value of tax-funded public services. Trends in municipal service delivery focused on accessibility of city services, educating citizens on service delivery and digital traffic & exposure have driven an increased demand for service and information. Efforts to improve channel management and accountability have created a growing focus on quality assurance and key performance indicators in the context of customer service intake.

In addition to the growth in transaction volume, there is an important, increasing corporate demand for intake support to address the growing need for training, Standard Operating Procedures, internal and external customer liaison, and quality and performance management. This request for Assessment Growth funding will improve our efforts to provide seamless and accountable customer service to residents. Service London is identified in the 2015-2019 Strategic Plan, under Leading in Public Service.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$287,580	4	4

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$287,580 / 30,280 Service Requests = \$9.50/Request	4 FTE / 30,280 Service Requests = 0.000132 FTE/Request

d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

e) Assets Currently Used to Provide Service

Work station, phone, and computer

2. Request

a) Growth Area by Unit of Measure

The total number of Service Requests have grown from 9,271 in 2015 to 30,280 in 2018, with no corresponding increase in staffing. Based on this significant growth in the volume of citizen Service Requests managed by the CRR group and the growing demand for and expectations around customer service, 2 additional FTEs are required to support this Public Support Services function.

Council's Strategic Plan for the City of London, 2015-2019 identifies 'Leading in Public Service' as a strategic area of focus. This strategic area of focus includes the strategy 'excellent service delivery' under which the Service London Implementation Plan is referenced.

Service London is a transformational initiative that places the customer at the centre of service planning and delivery. This means enhancing and improving the delivery of customer services through the modernization and integration of our customer service channels (online, telephone, in-person).

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
2.0	2.0	\$174,823

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	21,009 increase in Service Requests x \$9.50 per Request = \$199,586; \$180,823 Requested*
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$180,823

** The actual request is less than the growth calculation would dictate, but provides sufficient funding for the required resources.*

d) Impact on Assets Used to Provide Service

These positions require a workstation and chair, computer, and desk phone. Licenses to corporate technology platforms (e.g. Microsoft Dynamics CRM) will be required. These associated costs are included in this request.

2019 Assessment Growth Business Case #27

Service Grouping	Corporate Financing
Service	Capital Financing
Background/Description of Change	Increase contribution to the Public Housing Major Upgrades Reserve Fund to mitigate growth in the infrastructure gap related to Public Housing

1. Background

a) Area Currently Served by Unit of Measure

The Social Housing Reform Act transferred responsibility for the ownership and management of public housing to municipalities. Before January 1, 2001, public housing units were owned by the Ontario Housing Corporation. Public housing was built in the 1950 to 1970's with the intent of meeting the housing requirements of those in greatest need. In the late 1970's, the emphasis on social housing construction shifted from public housing to income-integrated non-profit and co-operative housing projects. Since 1978 no new public housing has been built.

The City of London utilizes the Public Housing Major Upgrades Reserve Fund to provide funding for major capital repairs and upgrades to maintain public housing units operated by the London and Middlesex Community Housing Inc. (LMCH). The City's current approved annual budget contribution to this Reserve Fund is \$2.7 million.

On May 15, 2017 the Strategic Priorities and Policy Committee (SPPC) received a presentation from LMCH on the "State of the Public Housing Assets". In 2015 LMCH contracted with VFA Canada to complete an assessment of the current condition of LMCH's buildings and properties.

LMCH's assets are currently reported to be in good condition but are aging. The VFA report indicates that LMCH's overall Facility Condition Index (FCI), which measures an asset's condition at a specific point in time, is assessed at 9% which is a "Good" condition rating. LMCH has managed to maintain its capital assets at a level that the industry would consider in good standing; however, LMCH's success in this regard will be challenged in the near future with its aging infrastructure and current level of capital funding.

SPPC was advised on May 15, 2017 that, in order to maintain the current Facility Condition Index (FCI) of 9% ("good" condition) over the next 20 years (i.e. to prevent growth in the public housing infrastructure gap), LMCH will require an

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average annual increase in capital funding of \$21.2 million above the existing budget allocation of \$2.2 million. By comparison, over the same period, adding an average of \$11.3 million to the current annual funding would reduce the FCI rating to 40% ("fair" condition). Maintaining the current level of funding would result in an FCI of 75% ("deficient" condition) in 20 years, indicating the forecasted growth in the public housing infrastructure gap should current funding levels be maintained.

A Council approved strategic investment to develop a strategic plan for regeneration of LMCH properties started in 2018. At the 2017 Annual Shareholder meeting for LMCH on June 25, 2018, SPPC received a presentation outlining the framework being established for regeneration. As communicated in that presentation, the 2020 to 2025 budget forecasts submitted in 2015 will require modification when the long term strategy is completed.

Council also approved a 2018 budget amendment of \$500,000 in 2018 and 2019 to enable LMCH to address a priority issue related to the exterior lighting of all LMCH sites. This budget amendment was funded by an increased drawdown from the Public Housing Major Upgrades Reserve Fund.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost*	FT#	FTE#
\$2,708,000	N/A	N/A

* 2018 budgeted contribution to the Public Housing Major Upgrades Reserve Fund.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

e) Assets Currently Used to Provide Service

(List only assets that will be impacted by changes due to growth)

N/A

2. Request

a) Growth Area by Unit of Measure

To assist in mitigating the potential growth in the public housing infrastructure gap, a permanent increase of \$500,000 to the annual contribution to the Public Housing Major Upgrades Reserve Fund from \$2.7 million to \$3.2 million is recommended.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
N/A	N/A	N/A

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$500,000
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$500,000

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #28

Service Grouping	Corporate Financing
Service	Capital Financing
Background/Description of Change	Increased contribution to the Capital Infrastructure Gap Reserve Fund to help address the infrastructure gap of the City's bridge inventory.

1. Background

a) Area Currently Served by Unit of Measure

As identified in the *State of Infrastructure Report 2013* along with the *Corporate Asset Management Plan 2014*, the replacement value of the City's bridge and structure inventory was \$383.8 million. At that time, the total transportation infrastructure gap was \$26.7 million, which was anticipated to grow to \$236.2 million by 2022. A portion of this gap was attributed to structures. Condition studies done at the time showed that 89% of bridges were in "fair" or "poor" condition, with only 11% in "good" condition.

State of Infrastructure Report 2013 & Corporate Asset Management Plan 2014	Replacement Value	Current Infrastructure Gap	Future Infrastructure Gap (2022)
All City Assets	\$10,925.1 million	\$52.1 million	\$466.1 million
Transportation Inventory (Roads & Structures)	\$1,832.1 million	\$26.7 million	\$236.2 million
Bridge and Structure Inventory (included in Roads & Structures)	\$383.8 million		

Since the issuance of those reports, Council, through the Multi-Year Budget, Surplus/Deficit Policy and assessment growth allocations have made positive progress towards mitigating growth of the infrastructure gap in the City's transportation infrastructure. Per the January 23, 2018, Corporate Services Committee report, *Corporate Asset Management Plan 2017 Review*, the projected 10-year infrastructure gap (2017-2026) in Roads & Structures stands at \$189.6 million; an improvement of \$46.6 million over the most recent 10-year forecast period analyzed. However, condition inspections of bridges are undertaken every two years as required by legislation. As identified in the May 28, 2018 Civic Works Committee report, *Smart Moves Transportation Master Plan Accomplishments*, the most recent bridge inspection report identified an infrastructure need of \$55 million in bridge repairs in the near term (0 to 5 years), or \$11 M annually. Also noted in the Smart Moves report, the annual funding for bridge upgrades included in the capital budget forecast (currently averaging \$4 million and increasing to \$4.5 million in the 10-year horizon) was identified as inadequate.

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On June 19, 2018, Civic Administration presented the *Victoria Bridge – Environmental Study Report* to the Civic Works Committee. The \$14.1 million cost estimate (this includes a \$3.3 million growth portion that is not part of the infrastructure gap) for replacement is significant and the infrastructure gap was also referenced in this report. Included in the 2019 Annual Budget Update is capital funding to address the needs of the Victoria Bridge during the 2020-2025 forecast period.

The Transportation Planning & Design Division is working with the Corporate Asset Management team to better identify and quantify the infrastructure gap for bridges. This information will be included in the revised Corporate Asset Management Plan scheduled to be released in the second quarter of 2019. Subsequent to that report, Transportation Planning & Design will begin development of their capital plan for bridges for the 2020 – 2023 Multi-Year Budget in which they will attempt to address the shortfall, subject to available funding.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost*	FT#	FTE#
\$4,000,000	0	0

*2019 budgeted contribution to the Capital Infrastructure Gap Reserve Fund from operating (funds all City assets).

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
0	0

d) If this is a Contracted Service, what is the Percentage Contracted Out?

Transportation Asset Management is conducted by City staff. Bridge inspection and repair is contracted out.

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

Increase the permanent contribution to the Capital Infrastructure Reserve Fund by \$1.0 million from \$4.0 million to \$5.0 million in 2019 to increase the amount of funding available to address the City's bridge infrastructure gap. The *Corporate Asset Management Plan 2014* recommended a permanent increased contribution of \$9.3 million (1.77% tax levy increase) to the reserve fund to mitigate the growth in the overall infrastructure gap. The recommended increased contribution to the reserve fund was predicated on the growth in gap from \$52.1 million (2013) growing to \$466.1 million (2022).

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$1,000,000
Capital Cost of Incremental Assets	N/A
Total Growth Request	\$1,000,000

d) Impact on Assets Used to Provide Service N/A

2019 Assessment Growth Business Case #29

Service Grouping	Corporate Financing
Service	Finance – Capital Budget Management
Background/Description of Change	Increase in infrastructure and capital projects related to past, present and future growth and service improvements requiring additional financial management, monitoring and administration. Request for 1 Full-Time position – Capital Budget Team

1. Background

a) Area Currently Served by Unit of Measure

Financial Planning & Policy supports the entire Corporation of the City of London as well as its Boards, Agencies and Commissions (ABC's). This includes overseeing the development & monitoring of the City's operating and capital budgets as well as the administration of the Corporation's cash, investments, debt and financial policies. More specifically, the capital team resources within Financial Planning & Policy oversee the administration of the City's six hundred (600) plus active capital projects that generate more than two hundred (200) sources of financing per year; all a part of managing the Corporation's \$1.8 billion life-to-date capital program. The life-to-date capital program is the total combined budget of all open current and prior year capital projects. The City's annual capital budget for growth is forecasted to grow in excess of \$216 million by 2020 and remain high for the duration of the current 10 year capital plan. In addition, the life cycle renewal and service improvements budgets combine to total another \$217 million by 2020 totalling approximately \$433 million in capital works in the Tax (incl. ABC's), Water and Wastewater budgets that will need to be administered.

	APPROVED BUDGET					FORECASTED BUDGET				
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Life Cycle Renewal	\$102.7	\$121.0	\$150.8	\$158.2	\$128.4	\$129.0	\$141.1	\$142.3	\$161.4	\$157.3
Growth	\$89.1	\$91.2	\$104.6	\$101.5	\$131.8	\$129.2	\$216.2	\$167.9	\$203.4	\$139.6
Service Improvement	\$47.6	\$32.5	\$27.5	\$93.7	\$47.0	\$18.4	\$75.5	\$25.0	\$31.9	\$59.5
TOTAL CAPITAL (TAX, W, WW)	\$239.4	\$244.7	\$282.9	\$353.4	\$307.1	\$276.6	\$432.7	\$335.2	\$396.7	\$356.4

Appendix A

Since the 1990's there has been one (1) Capital Budget Officer in Financial Planning & Policy supported 50% of the time by one (1) Budget Analyst. This position is responsible for 100% of the administrative tasks associated with the Corporation's capital projects, sources of financing, budget adjustments, Federal Gas Tax reporting, etc. This budget request is in response to past, present and future increases in the volume of capital projects that have resulted from the pressures of a growing city.

In addition to the growth being experienced in the Corporation's capital program, new legislative requirements regarding the implementation of Asset Management in Ontario municipalities will ultimately drive change in the way the Corporation structures, monitors and reports on its capital program and plan. In the near future it is foreseeable that a shift towards more discrete capital projects, that better demonstrate the link between investment and service level outcomes, will be required. This, in addition to the capital budget pressures identified above, has the potential to create overwhelming administrative pressure on the current capital budget resource complement in Financial Planning & Policy.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$1.22M (net)	13.0	13.0

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$94,121 (net)	1,820 hours

d) If this is a Contracted Service, what is the Percentage Contracted Out?

This is not a contracted service.

e) Assets Currently Used to Provide Service

Office space, equipment, furniture, computer (not included in the value noted above).

2. Request

a) Growth Area by Unit of Measure

The Corporate Financing service area is seeking approval of one (1) additional Capital Budget Officer.

Appendix A

Through the City's capital budget the Corporation maintains, improves and builds new infrastructure that supports the delivery of municipal services such as fire, police, roads, water and sewer, recreation centres, parks, libraries, etc. As the City has grown more infrastructure has been built that needs to be maintained or upgraded and as demonstrated in the present and future year capital plans this growth continues to accumulate. As this growth occurs so too do the administrative pressures to manage the City's capital program. This impacts staff's ability to budget, monitor and report on all of the Corporation's capital projects.

To date, Civic Administration has managed the administrative pressures resulting from a growing city through efficiencies such as the refinement of processes and leveraging of technology. Although efficiencies have been implemented to accommodate the increased volume, significant increases to the Corporation's capital program and legislative changes now requires an additional resource to adequately maintain the existing level of support offered to the Corporation and its partners.

(TAX, W, WW, ABC's)	5 Average Annual Capital Budget		Increase / (Decrease) (\$ millions)
	2014-2018 (\$ millions)	2019-2023 (\$ millions)	
Life Cycle Capital Budget	\$132.2	\$146.2	\$14.0
Growth Capital Budget	\$103.6	\$171.3	\$67.6
Service Improvement Capital Budget	\$49.7	\$42.1	\$(7.6)
TOTAL	\$285.5	\$359.5	\$74.0

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1.0	1.0	\$86,000

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	1 FT: \$86,000
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$86,000

d) Impact on Assets Used to Provide Service

The assets used to provide this service are available, therefore there is no impact.



Assessment Growth Policy

Policy Name: Assessment Growth Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-47-243); Amended June 26, 2018 (By-law No. CPOL.-353-344)

Last Review Date: June 11, 2018

Service Area Lead: Manager III, Financial Planning & Policy

1. Policy Statement

The purpose of this policy is to establish a priority framework for the allocation of assessment growth funds.

2. Definitions

Not Applicable.

3. Applicability

This policy applies to the property tax supported budget.

4. The Policy

4.1. Principles

- 4.1.1. Civic service areas, boards and commissions that incur costs to provide existing core services to new growth areas are required to submit business cases to the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer or designate.
- 4.1.2. The first available assessment growth funds are applied to business cases approved by the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer or designate.
- 4.1.3. If business cases submitted by civic service areas, boards and commissions exceed available assessment growth funding then:
 - a) Approved business cases will be allocated funding according to the following priority order, it being noted that funding allocations to service areas for costs due to a growing and expanding City may be either one-time or permanent in nature:
 - i) Flow through costs for business cases funded through assessment growth in the prior year;
 - ii) Services that are aligned with those supported through Development Charges; and,
 - iii) Business cases will be evaluated as to whether the service and/or funding could be deferred to next year and whether significant service disruptions would occur if the service did not receive the current year growth funding.
 - b) Unfunded business cases will be resubmitted for consideration in the following year.
- 4.1.4. If assessment growth funding exceeds the accumulated growth costs of

civic service areas, boards and commissions in any one budget year, the balance available will be applied in that year as follows:

- a) 50% to reducing authorized debt on a one-time basis; and,
- b) 50% to the Capital Infrastructure Gap Reserve Fund on a one-time basis to mitigate growth in the infrastructure gap.

4.1.5. Excess assessment growth funding not allocated permanently, will be carried forward to the following year as a permanent source for future growth costs.

4.2. Budgeting for Assessment Growth

4.2.1. For forecast purposes, assessment growth will be assumed to be fully allocated to growth costs. Assessment growth and its allocation will be reported annually after the assessment roll is finalized.

4.3. Policy Review

This policy shall be presented to Council for review every four years, in the first year of each elected Council.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 4, 2019
FROM:	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT:	RESPONSE TO LONDON MIDDLESEX HOUSING CORPORATION (LMHC) REQUESTED CHANGES TO THE ARTICLES OF INCORPORATION AND PRICEWATERHOUSECOOPERS INTERNAL AUDIT REPORT

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, Civic Administration's Response To London Middlesex Housing Corporation's (LMHC) Requested Changes to their Articles of Incorporation and PricewaterhouseCooper's Internal Audit Report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

- Strategic Priorities and Policy Committee Report, November 27, 2017, 2018 Annual Budget Update – Operating, Capital, Water and Wastewater & Treatment
- Planning and Environment Committee Report, May 14, 2018, Public Participation Planning for Supervised Consumption Facilities and Temporary Overdose Prevention Sites London and Middlesex Corporation
- Audit Committee Report, June 20, 2018, PWC Internal Audit of London & Middlesex Housing Corporation
- Strategic Priorities and Policy Committee Report, June 25, 2018, London & Middlesex Housing Corporation 2017 Annual Meeting of the Shareholder Annual Resolution
- Strategic Priorities and Policy Committee Report, June 25, 2018, London & Middlesex Housing Corporation's Community Housing Revitalization Strategy

BACKGROUND

Link to the City's Strategic Plan

The services provided by London Middlesex Housing Corporation link to the City's Strategic Plan, specifically in the key area of focus of *Strengthening our Community* and the strategy of providing *Caring and Compassionate Services*.

In 2018, PricewaterhouseCooper (PWC) completed an audit of LMHC's administration operations which included a review of LMHC's funding model, allocation of resources, capital planning, and support costs to support housing stability. At its meeting with the Shareholder (City of London) on June 25, 2018, the London and Middlesex Housing Corporation requested that the Shareholder consider amendments to the LMHC's Articles of Incorporation consistent with the recommendations made by PWC, as well as to support LMHC's board approval of hosting a Safe Consumption Facility in one of its housing communities.

Council's resolution:

1. Civic Administration BE DIRECTED to work with the London & Middlesex Housing Corporation (LMHC) to review and report back on the recommendations contained in the PricewaterhouseCoopers London & Middlesex Housing Corporation Report on Internal Audit Results dated February 15, 2018; and

2. The proposed changes to the LMHC Articles of Incorporation to provide expanded flexibility required to better serve their clients, BE REFERRED to the Civic Administration to work with the LMHC and report back to a future meeting of the Strategic Priorities and Policy Committee (SPPC); it being noted that the following the aforementioned presentation to the SPPC, a special meeting of Shareholder will be scheduled.

Civic Administration coordinated an internal stakeholder group consisting of Finance, Legal, and Housing to consider the proposed changes to the Articles and Incorporation based on LMHC's request and the PWC audit report.

The intent of this report is to:

1. Provide an update to Council of the review from Civic Administration regarding:
 - a. The PWC's Internal Audit Recommendations of LMHC attached as Appendix A;
 - b. The 2 (two) proposed amended versions of LMHC's Articles of Incorporation attached as Appendix B and Appendix C (refer to Schedule A); and
2. To outline recommended next steps.

LMHC has also provided responses to the shareholder in relation to PWC's Internal Audit Recommendations through the Audit Committee Report from June 20, 2018 and the Strategic Priorities and Policy Committee from June 25, 2018 attached as Appendix D. Civic Administration reviewed the responses provided in this report with LMHC to share perspectives and gain additional clarity before submitting this report.

Overview of PWC's LMHC Internal Audit Results summarized with the City's response:

PWC Observation #1: Insufficient capital funding for future maintenance.

PWC recommended the need to continue to provide information, education and advocacy to all funding agencies to ensure the awareness of the urgency for funding to maintain quality, safety and satisfaction of LMHC tenants. PWC also suggested that the LMHC asset management strategy to be incorporated into the City of London's Corporate Asset Plan.

Civic Administration's Response

Civic Administration acknowledges the need to maintain quality, safety and tenant satisfaction. Currently, LMHC's annual operating budget is approximately \$10.2M plus an annual capital budget of \$2.2M to support safe and quality housing infrastructure. In addition, Council supported an additional \$1M (\$500,000 for 2018 and \$500,000 for 2019) for security improvements for all LMHC housing facilities through the 2018 Budget Update process. In addition, in 2017 and 2018 LMHC received Social Housing Improvement Program and Social Housing Apartment Retrofit capital funding provided through the Ministry of Municipal Affairs and Housing. It is expected that these capital projects will be completed in the spring of 2019. Also in 2019, LMHC will receive additional Social Housing Apartment Improvement capital funding provided through the Ministry of Municipal Affairs and Housing. In addition the City has requested assistance from both the provincial and federal governments.

Civic Administration supports incorporating LMHC's asset management strategy into the corporate City's Asset Management Strategy. LMHC has started the development of its Asset Management Strategy and is working towards developing a detailed Implementation Plan to identify the necessary financial plan required to implement its asset management strategy. Civic Administration recommends that LMHC's Asset Management Strategy and Implementation Plan be finalized in order to inform a potential funding request through the City's 2020 – 2023 Multi Year Budget process. To support this process, Civic Administration is currently coordinating with LMHC to formalize the work plan to incorporate LMHC's Asset

Management Strategy into the City's Asset Management Plan once finalized. This coordination is aligned with the City's obligation to have a corporate asset management strategy for all City assets including those managed directly through Boards and Commissions.

LMHC's Asset Management & Implementation Strategy will also support LMHC's Regeneration Strategy by identifying current and future operating, capital and social opportunities for each of its buildings.

PWC Observation #2: Impact of tenant intake process and priority list on operating costs.

PWC's action plan suggested that the Housing Access Centre (a service delivered by the city) identify support services needs of tenants; and that it anticipate growth pressures on support services and determine operating budget requirements.

PWC also suggested that LMHC continue to collaborate with its partners to identify proactive measures to support tenants.

Civic Administration's Response

Civic Administration acknowledges PWC's recommendation to both improve the way that the needs of housing applications who apply to the Housing Access Centre for housing are identified and then when housed by LMHC and how LMHC can develop and implement supports to assist tenants.

Housing Division is currently completing a review of its Homeless Prevention and Housing Plan for 2019. The review will incorporate public consultation of stakeholders with a focus of how the Housing Access Centre can improve support to applicants.

Civic Administration supports opportunities to support tenants and recommends that LMHC provide a business case for how LMHC proposes to provide tenant support along with associated budget impacts. The business case should highlight partnerships opportunities and innovative approaches. The business case would assist Civic Administration is reviewing support opportunities that already exist within the community.

PWC Observation #3: Tenant Priority List is not aligned with the City of London's Housing Support Strategy

PWC's action plan suggested LMHC work with the City of London to implement a pilot program as a demonstration project for a Housing First approach. An assessment of the housing access systems is required to make sure the proper level of supports and resources are in place before the pilot program tenants are housed by LMHC.

Civic Administration's Response

Civic Administration supports considering a Demonstration Pilot Project business case that is based on best practice, establishes evaluation measures, identified outcomes, establishes necessary tenant supports, aligned with LMHC's current Strategic Plan and is supported with an implementation plan to ensure objectives can be achieved.

PWC Observation #4: Flexibility within the Shareholder Agreement

PWC's action plan suggests amending the Shareholder Agreement to allow for some greater discretion of flexibility in the target number of units, whether non-rent geared to income units can be offered, and the ability for LMHC to engage in other forms of revenue generating activities.

Civic Administration's Response

Civic Administration acknowledges that LMHC is governed by the *Housing Services Act, 2011* in which the Act and associated Regulations identify the minimum number of rent geared to income (RGI) units LMHC is required to maintain. Recent legislative changes now allow Local Housing Corporations (such as LMHC) to offer market units while maintaining the minimum legislative required RGI units.

Civic Administration supports LMHC exploring all potential alternative sources of revenue generation, it being noted that alternate service delivery models which are intended to generate alternative sources of revenue but which deviate substantially from LMHC's mandate as outlined in the Shareholder Agreement, will require formal Shareholder approval.

PWC Observation #5: Zero Based Budget for New Strategic Plan Implementation

PWC's action plan recommends LMHC develop a zero based budget to support the implementation of LMHC's new Strategic Plan.

PWC also recommends that LMHC develop a comprehensive financial plan for both operating and capital to submit through the 2020 – 2023 Multi-Year Budget cycle.

Civic Administration's Response

Civic Administration supports the use of zero-based budgeting techniques in the development of LMHC's budget. The City of London has had considerable success utilizing zero-based budgeting techniques as a component of the City's comprehensive service program utilized to address the \$4 million service review target included in the 2016-2019 Multi Year Budget. Zero-based budgeting also provides the opportunity to identify capacity within a budget which can be reallocated to address other budget pressures. Zero-based techniques are scalable and can be performed on individual expenditure lines, full departments or programs, or an organization's budget as a whole.

PWC Observation #6: Operating Expenses by Function

PWC action plan recommends providing a financial report that aligns operating expenditures with LMHC's strategic goals.

Civic Administration's Response

Civic Administration is supportive of efforts that result in greater alignment of strategic goals/objectives to the funding that supports the achievement of those goals. One of the strengths of the City's 2016-2019 Multi Year Budget process is that it provided greater alignment of the Council's 2015-2019 Strategic Plan with the funding to support those strategic objectives. Civic Administration would encourage LMHC, through the development of their comprehensive financial plan, to consider all potential opportunities to closely align their strategic objectives with the funding required to implement those objectives.

LMHC's Articles of Incorporation Proposed Amendment Submissions:

As part of LMHC's Annual Shareholder meeting on June 25, 2018, LMHC presented two versions of proposed amendments to LMHC's current Articles of Incorporation including both a "Passive" & a "Restrictive" version attached as Appendix B and Appendix C (refer to Schedule A). LMHC's current Articles of Incorporation are included as attached in Appendix E (LMHC's current business restrictions are noted on page 3 of Appendix E).

Civic Administration also acknowledges the requirement to work with LMHC on approved changes to the Articles of Incorporation that require amendments to the existing

Shareholders Agreement attached as Appendix F.

Proposed LMHC Articles of Incorporation - Passive Version

The Passive Version of the proposed amendments to LMHC's Articles of Incorporation removes all restrictions for the business operation of LMHC.

Civic Administration's Response

Civic Administration is concerned that removing all business operation restrictions would increase the shareholder's risk from a legal, financial and community impact perspective associated with LMHC's operations. Based on the additional risk that the Passive approach could create for the shareholder, it is Civic Administration's recommendation to propose amendments to the Articles of Incorporation adopted from the Restrictive version.

Restrictive Version

LMHC's proposed amendments in the proposed Restrictive version attached as Appendix C (refer to Schedule A) include:

1. Providing LMHC the ability to develop, operate and maintain housing facilities that may be included within public or community space, recreational facilities, commercial space or other buildings deemed appropriate;
2. Providing LMHC the ability to obtain outside sources of financing and revenue to support providing additional housing units; and
3. Providing LMHC to ability to provide programs and supportive housing to tenants and the community.

Amendment #1:

The business of the corporation shall be restricted to the development, provision, operation and maintenance of housing accommodation with or without any public/community space, recreational facilities, commercial space, or buildings appropriate thereto, whether or not in partnership with for profit, not for profit, or governmental entities, in accordance with the Act.

Civic Administration's Response

Civic Administration is concerned that the term 'development' in this amendment could be interpreted to allow LMHC to act as a developer for new / regenerated housing accommodation. Through the establishment of the Housing Development Corporation, London (HDC), City Council identified HDC as the primary mechanism to support housing development and to work with LMHC and the City to implement a Regeneration of Public Housing Strategy, Council has demonstrated its intention that HDC be the mechanism for advancing affordable housing development.

Civic Administration's will continue to work jointly with LMHC on the recommendation outlined in the 'Conclusion' section of this report.

Amendment #2:

Obtaining outside sources of financing and revenue to further the provision of housing accommodation, as permitted by the Act.

Civic Administration's Response

Civic Administration is concerned that this amendment includes the provision to obtain outside sources of financing that places the shareholder at financial risk with the potential

of future debt servicing costs or other future financial costs which would have a negative impact on future budgets.

Civic Administration is also concerned that this amendment includes the provision for LMHC to develop, establish and / or obtain new outside sources of revenue, without corresponding consideration of possible additional expenditures to earn that revenue. Civic Administration is concerned about the additional risk to LMHC's net budget as LMHC has not indicated which future business ventures it is interested in, or provided a business case with full return on investment analysis for future business ventures demonstrating that additional revenues from future business ventures will offset additional expenditures.

Civic Administration's will continue to work jointly with LMHC on the recommendation outlined in the 'Conclusion' section of this report.

Amendment #3:

The provision of programs and supportive housing to tenants and the community in accordance with the Act, including but not limited to providing rent geared to income assistance to households of low to moderate income and facilities which assist with vulnerable populations.

Civic Administration's Response

Civic Administration is concerned that this amendment allows LMHC the provision to enter into new community services operations which places the shareholder at risk for additional operational costs. Civic Administration also recommends that this provision should be aligned as to not duplicate existing community services already provided by community support agencies. Lastly, Civic Administration recommends that LMHC's business service operations should be focused on their tenant base.

Civic Administration's will continue to work jointly with LMHC on the recommendation outlined in the 'Conclusion' section of this report.

Amendment #4:

Any other matter that is delegated to the corporation by the service manager in accordance with the Act.

Civic Administration's Response

Civic Administration notes that this amendment is very similar to the existing Articles of Incorporation version and therefore have no concerns.

Amendment #5:

Any other matter that is prescribed under the Act.

Civic Administration's Response

Civic Administration notes that this amendment is very similar to the existing Articles of Incorporation version and therefore have no concerns.

Other Changes from LMHC's Existing Articles of Incorporation

Civic Administration notes that the provision of accommodation for person having special needs has been removed however Civic Administration has no concerns and has determined that this population is incorporated within **Amendment #3** mentioned above.

CONCLUSION

FINANCIAL IMPACT

SUBMITTED BY:	RECOMMENDED BY:
DAVE PURDY MANAGER, HOUSING SERVICES HOUSING, SOCIAL SERVICES AND DEARNESS HOME	SANDRA DATARS BERE MANAGING DIRECTOR HOUSING, SOCIAL SERVICES AND DEARNESS HOME

www.pwc.com/ca

London & Middlesex Housing Corporation

Report on Internal Audit Results

*Review of operational alignment of funding
model and strategic plan*

February 15, 2018

Agenda

	Page
Rating Scale - Opportunities for Improvement	3
Summary of Risks & Scope	4
Action Plan Summary	5
Observations & Actions Plans	6

Rating Scale – Opportunities for Improvement

- **Satisfactory**

Controls are present to mitigate process/business risk, however an opportunity exists for improvement.

Satisfactory



- **Needs Improvement**

Existing controls may not mitigate process/business risk and management should consider implementing a stronger control structure.

Needs
Improvement



- **Unsatisfactory**

Control weaknesses are significant and the overall exposure to risk is unacceptable. Immediate attention and oversight from management is required.

Unsatisfactory



Summary of Risks & Scope

London & Middlesex Housing Corporation: Review of operational alignment of funding model and strategic plan

Scope

- Review of funding model compared to (1) operational strategy; (2) cost of delivery and provision of services; (3) capital costs; (4) other municipalities/ non-profit and low income/ subsidized housing providers
- Review of resource allocation to operational activities, including growing tenant needs for social support and community development
- Review of capital asset planning, budgeting and funding
- Review of required support costs (vs. actual costs) to support “housing first” and “housing stability” objectives and their alignment with the City of London’s strategic objectives around poverty reduction and homeless

Potential Risks

- Funding model does not properly reflect the gradual changes to the core services offered by LMHC, specifically for the provision of social services and other support needs.
- Level of funding for the LMHC may not be consistent with other municipalities/ non-profit and low income/ subsidized housing providers
- Capital asset planning, budgeting and funding may not allow for appropriate levels of investment in and maintenance of capital assets
- LMHC may incur increased operational and capital costs due to changing demographic of tenants.
- The LMHC objectives may not be aligned with the City of London
- Current operating budget may not allow for appropriate levels of funding to achieve “housing first” and “housing stability” objectives

Controls Operating Effectively

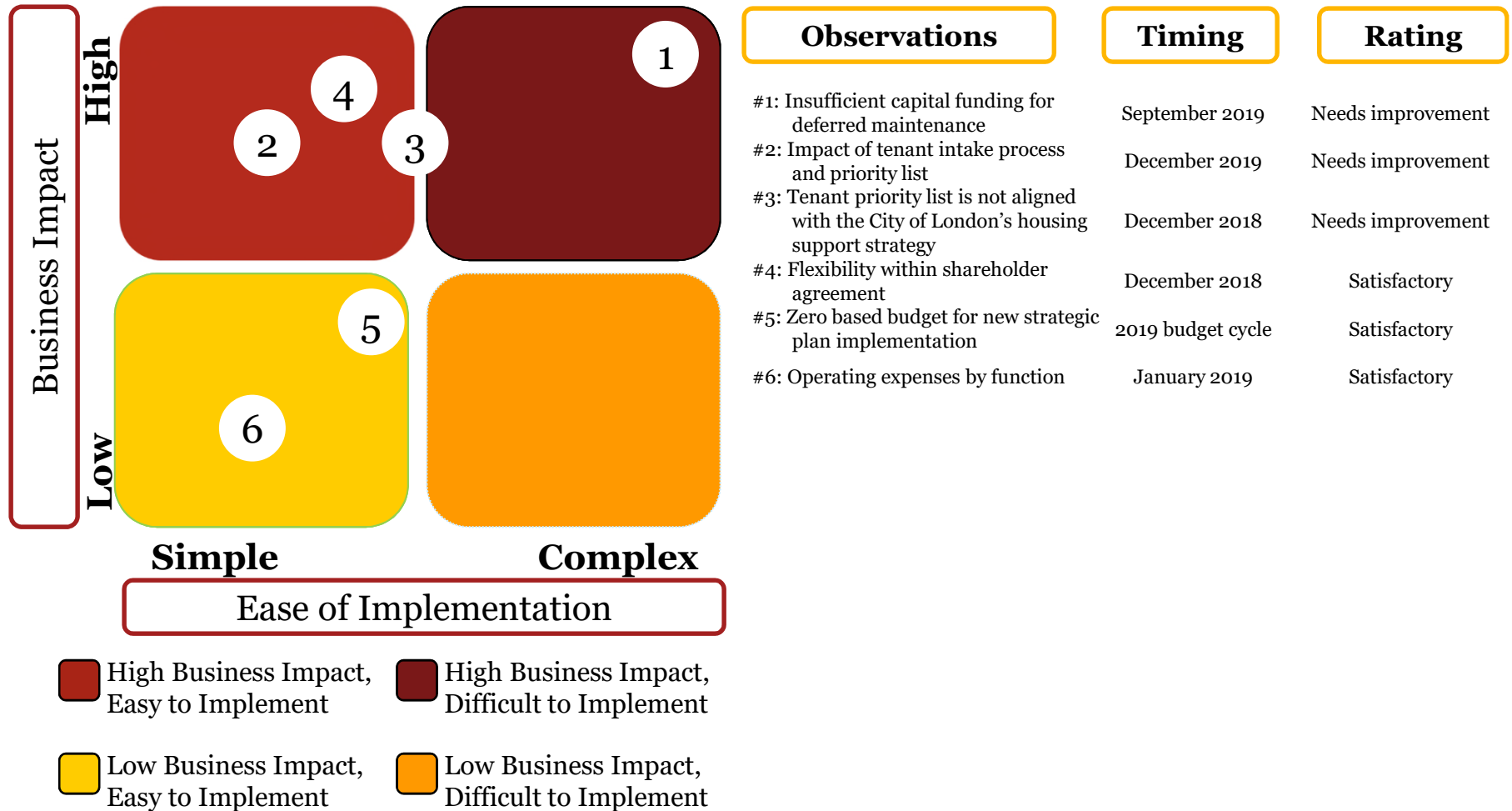
- Prioritization of critical projects for capital and operating spending given the limited resources available
- Limited social service and community outreach resources are effectively deployed by LMHC
- The strategic plan has been designed to align itself with the City of London to address tenant needs

Value-for-Money Considerations

- No value-for-money considerations were identified as part of this review

Action Plan Summary

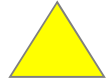
London & Middlesex Housing Corporation: Review of operational alignment of funding model and strategic plan



Observations & Action Plans #1

London & Middlesex Housing Corporation: Review of operational alignment of funding model and strategic plan

Needs
Improvement



Observation

#1 - Insufficient capital funding for future maintenance

- The capital funding per unit LMHC receives is low relative to benchmark municipal housing providers. The average capital funding per unit (of \$583) is far below the average of Kingston, Hamilton and Windsor (average of \$995 in 2015 and 2016). This has resulted in a substantive decline in the conditions of the housing units.

Business Impact

- LMHC does not have the appropriate level of resources to maintain their properties. As a result, the overall condition of their housing units is at great risk and the capital requirement to bring the units back to a satisfactory level become greater each year. The overall condition of the assets can create a reputational risk for both LMHC and their sole shareholder, the City of London and a safety risk for the tenants and employees of LMHC.

Action Plan

- LMHC needs to continue to provide information, education, and advocacy to funding agencies, including the Province of Ontario and the City of London to ensure there is full transparency about the urgent and immediate need for capital funding to improve the maintainable quality, safety and satisfaction of tenants. A corporate asset management strategy should be incorporated into the City of London's Corporate Asset strategy. We understand a regeneration plan is also being developed in collaboration with the Housing Development Corporation.

Action Plan Lead

CEO & Director, Assets and Property Services

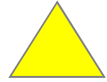
Timing

September 2019

Observations & Action Plans #2

London & Middlesex Housing Corporation: Review of operational alignment of funding model and strategic plan

Needs
Improvement



Observation

#2 – Impact of tenant intake process and priority list on operating costs

- Control over the tenant priority list has moved to the City of London, granting tenant priority to those with highest needs first. Growth in the number of high-needs tenants LMHC now houses is becoming increasingly costly, and the intake of these individuals has not been matched with the appropriate increase in operating funding to allow LMHC to provide effective services and supports to these tenants.

Business Impact

- There has been a growing need for additional costs to cover social supports, community development, intervention, security, etc. that has arisen primarily as a result of the changing demographic of tenants. This has placed an increased burden on LMHC from the perspective of limited resources as there has not been a corresponding change to the operating subsidies provided by the City. As a result, LMHC does not have the capacity to proactively deal with some of these growing issues.

Action Plan

During tenant intake assessment, a two-step approach should be used to (1) identify support service needs of the tenant (a Housing Access Centre responsibility); and (2) use the identification of support service requirements to anticipate growth pressures on support services, mobilize the appropriate response and delivery of support services, determine operating budget requirements and other resources supporting the provision of support services for tenants (an LMHC responsibility).

Concurrently, LMHC should continue to think of new ways to collaborate with its partners such as scheduled site visits by other stakeholders including policy services, medical professionals and mental health professionals to try and be as proactive as possible to serve the growing needs of tenants. As assessment of all potential social and affordable housing clients at the Housing Access Centre to determine necessary supports on an individual basis would be extremely valuable in determining the optimal approach in terms of providing those services.

Action Plan Lead

Director, Tenant Administration & Director, Corporate Services

Timing

December 2019

Observations & Action Plans #3

London & Middlesex Housing Corporation: Review of operational alignment of funding model and strategic plan

Needs
Improvement



Observation

#3 – Tenant priority list is not aligned with the City of London’s housing support strategy

The tenant priority list, which favours an intake of tenants with complex and high needs, is based on a 2005 local housing rule (referred to the “9 of 10” rule). The City of London’s “Housing First” strategy is to “...move individuals and families [experiences homelessness] quickly into housing...with the right level of support”. In absence of the appropriate levels of support for these new tenants, the current intake process cannot be aligned with the Housing First strategy.

Business Impact

By providing housing without the right level of support for tenants with multiple complex needs prioritized through the “9 of 10” rule, the strategy cannot be fully implemented. Available social support programs offered within the region (including the City of London services along with various other agencies) are fragmented, and a higher level of focus and attention directed on the high needs tenants would yield better results for the Housing First strategy. This would also improve the health, safety and wellbeing of both tenants and LMHC staff.

Action Plan

LMHC needs to work with its sole shareholder, the City of London, to seek a phased approach which could start with a pilot program to provide proof of concept. The City and LMHC should review housing access systems and make sure the proper level of supports (and resources for those supports) are in place before these complex and high need tenants are housed by LMHC.

Action Plan Lead

CEO (LMHC) and City of London

Timing

December 2018

Observations & Action Plans #4

Satisfactory 

London & Middlesex Housing Corporation: Review of operational alignment of funding model and strategic plan

Observation

#4 – Flexibility within shareholder agreement

- Within the shareholder agreement with the City of London, LMHC does not have any flexibility with respect to strategic and operational decisions; this includes strategic portfolio/ asset management review, the number of units it offers under RGI programs, and the creation of operational reserves. This lack of flexibility restricts LMHC's ability to respond to growing needs, capital deficiencies, changing demographics, etc.

Business Impact

- Some flexibility within the shareholder agreement with the City of London could help relieve some of the current challenges facing LMHC which include growing operating costs, a significant capital deficiency in capital improvements, the need for improved safety and security, and housing support programs for complex high need tenants. Areas for additional flexibility could include, but are not limited to: the ability to make use of an operational reserve, ability to offer non-RGI units and the number of overall units mandated within the agreement.
- Additionally, this could allow LMHC to look into various other revenue generating activities to help offset some of their operating and capital deficiencies.

Action Plan

- LMHC should discuss with the City of London the feasibility of amending the shareholder agreement to allow for some greater discretion or flexibility in the target number of units, whether non-RGI units can be offered, and the ability for LMHC to launch other forms of revenue generating activities.

Action Plan Lead

CEO and Chair of the Board of Directors

Timing

December 2018

Observations & Action Plans #5

Satisfactory 

London & Middlesex Housing Corporation: Review of operational alignment of funding model and strategic plan

Observation

#5 – Zero based budget for new strategic plan implementation

- LMHC has put together a transformative strategic plan for 2017 to 2020 which, on implementation, will require significant changes to the operating and capital budget. The current budgeting process, which is primarily determined based on a percentage year over year change, will not give LMHC sufficient information for funding needs required to implement the plan.

Business Impact

- The strategic plan represents the high level vision and direction for LMHC, but without the appropriate level of detailed budgeting and consideration of a realignment of activities and cost structure there is uncertainty over the implementation and execution plan. This could impact LMHC's chances of achieving the stated goals & objectives. A detailed budget and execution plan will also help LMHC allocate scarce resources to the critical areas within the strategic plan.

Action Plan

- LMHC should consider a zero based budget/ forecast process, along with a realignment of resources, to evaluate the specific feasibility of strategic goals and objectives. This could be developed separately from the City of London budget process and would give insight into the specific costs of full implementation of the strategic plan. LMHC should also develop a comprehensive financial plan with consideration of both operating and capital to be provided to the City of London as part of next multi year budget cycle.

Action Plan Lead

CEO and Director, Corporate Services

Timing

2019 budget cycle

Observations & Action Plans #6

Satisfactory 

London & Middlesex Housing Corporation: Review of operational alignment of funding model and strategic plan

Observation

#6– Operating expenses by function

- The current method of reporting includes a presentation of the operating expenses of LMHC by “nature” (i.e. salaries/ wages, maintenance, administration). Under this format, it is difficult to compare how the resources of LMHC are being deployed to the various strategic goals. A supplementary operating statement showing expenses by “nature” (i.e. people investment, asset improvement, IT enhancements, tenant engagement) may be able to illustrate this better.

Business Impact

- Readers of the Board reporting package may not be able to effectively analyze the operating results relative to the function of the expenses being incurred. For example, there may be \$150k in administration costs incurred during a month, but it is difficult to consider whether this relates to processing of tenant rent, time spent on IT enhancements, etc.

Action Plan

- LMHC should consider whether it would be feasible to report, on a supplementary basis, how the operating expenditures line up against the strategic goals. A high cost in certain function, without improvements in the area, could be an indicator of a focus area for management to consider.

Action Plan Lead

Director, Corporate Services

Timing

January 2019

This report was prepared by PricewaterhouseCoopers at the request of the London & Middlesex Housing Corporation and the City of London and is intended solely for the information of the London & Middlesex Housing Corporation and the City of London. The material in it reflects PricewaterhouseCoopers best judgement in light of the information available at the time of preparation. The work performed in preparing this report, and the report itself is governed by and in accordance with the terms and conditions of the internal audit services engagement letter between PricewaterhouseCoopers and the City of London. The existence of this report may not be disclosed nor its contents published in any way without PricewaterhouseCoopers written approval in each specific instance. PricewaterhouseCoopers written approval in each specific instance. PricewaterhouseCoopers does not accept any responsibility to any other party to whom it may be shown or into whose hands it may come.

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Appendix B

LONDON & MIDDLESEX HOUSING CORPORATION

Special Resolution of the Sole Shareholder

Recitals:

- A.** The Corporation was incorporated by a certificate of incorporation dated December 14, 2000, with the name London & Middlesex Housing Corporation.
- B.** It is considered necessary and expedient in the interests of the Corporation to amend the articles of the Corporation to change the name of the Corporation and to better align the articles of the Corporation with the priorities identified in the Corporation's latest strategic plan.

NOW THEREFORE BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:

1. The articles of the Corporation be amended to:
- (a) change the name of the Corporation to:
- LONDON & MIDDLESEX COMMUNITY HOUSING INC.**
- (b) provide that the business and powers of the Corporation shall be as set out in Schedule "A" attached hereto.
2. Any directors or officers of the Corporation be and are hereby authorized and directed to sign all documents and do all things necessary or desirable to effect such amendment including the delivery of articles of amendment in prescribed form to the Director under the *Business Corporations Act* (Ontario).

The foregoing special resolution is hereby passed by the sole shareholder of the Corporation pursuant to the provisions of the *Business Corporations Act* (Ontario).

DATED as of the ____ day of June, 2018.

**THE CORPORATION OF THE CITY OF
LONDON**

By: _____
Name: Matt Brown
Title: Mayor

By: _____
Name: _____
Title: City Clerk

SCHEDULE A

There are no such restrictions on the business the corporation may carry on or on the powers the corporation may exercise, except as provided for in the Act.

LONDON & MIDDLESEX HOUSING CORPORATION

Special Resolution of the Sole Shareholder

Recitals:

- A.** The Corporation was incorporated by a certificate of incorporation dated December 14, 2000, with the name London & Middlesex Housing Corporation.
- B.** It is considered necessary and expedient in the interests of the Corporation to amend the articles of the Corporation to change the name of the Corporation and to better align the articles of the Corporation with the priorities identified in the Corporation's latest strategic plan.

NOW THEREFORE BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:

- 1. The articles of the Corporation be amended to:
 - (a) change the name of the Corporation to:

LONDON & MIDDLESEX COMMUNITY HOUSING INC.
 - (b) to provide that the business of the Corporation shall be as set out in Schedule "A" attached hereto.
- 2. Any directors or officers of the Corporation be and are hereby authorized and directed to sign all documents and do all things necessary or desirable to effect such amendment including the delivery of articles of amendment in prescribed form to the Director under the *Business Corporations Act* (Ontario).

The foregoing special resolution is hereby passed by the sole shareholder of the Corporation pursuant to the provisions of the *Business Corporations Act* (Ontario).

DATED as of the ____ day of June, 2018.

**THE CORPORATION OF THE CITY OF
LONDON**

By: _____
Name: Matt Brown
Title: Mayor

By: _____
Name: _____
Title: City Clerk

SCHEDULE A

The business of the corporation shall be restricted to:

- i. the development, provision, operation and maintenance of housing accommodation, with or without any public/community space, recreational facilities, commercial space, or buildings appropriate thereto, whether or not in partnership with for profit, not for profit, or governmental entities, in accordance with the Act;
- ii. obtaining outside sources of financing and revenue to further the provision of housing accommodation, as permitted by the Act;
- iii. the provision of programs and supportive housing to tenants and the community in accordance with the Act, including but not limited to, providing rent-gearred-to-income assistance to households of low to moderate income and facilities which assist with vulnerable populations;
- iv. any other matter that is delegated to the corporation by the service manager in accordance with the Act; and
- v. any other matter that is prescribed under the Act,

and the corporation shall exercise no powers other than those required in carrying on of such business and actions reasonably incidental thereto.



June 7, 2018

Chair and Members
City of London Audit Committee
300 Dufferin Avenue
City of London

RE: PWC INTERNAL AUDIT OF LONDON & MIDDLESEX HOUSING CORPORATION

On February 28, 2013, as part of the 2013 Municipal Budget Approval process, Council requested Civic Administration to *“work together with LMHC on a review of any shared services opportunities and cost centre savings and efficiencies; it being noted that the Municipal Council has made available the services of PricewaterhouseCoopers LLP (PwC) to assist in this regard”* and *“report back with respect to the potential establishment of a reserve fund for LMHC.”*

PwC completed Phase 1 of this review in 2013, which included the review and alignment of LMHC purchasing policies with the City’s Procurement of Goods and Services Policy for purchased materials and services.

At the request of LMHC, the City of London Audit Committee, at its meeting of December 7, 2016, approved PwC complete the second phase of the shared services review. At that time, it was expected that Phase 2 would focus on areas where LMHC may be directly delivering or purchasing services and supports that the City directly provides, including but not limited to, technology services and purchased professional/administrative services.

Given PwC’s understanding of LMHC’s operations, the lack thereof of any value-for-money considerations and new strategic direction of LMHC, the scope of the internal review was revised to focus on the operational alignment of LMHC’s funding model and strategic plan.

The evaluation of key controls/processes was predicated on an assessment of risk exposure, that is, the nature and extent of potential for loss/risk.

PwC completed the review in the fall 2017 and presented their findings (Attached as **Appendix 1**) at the January 25, 2018 meeting of the LMHC Board. PwC advised of the following review findings:

- i. that LMHC does not have the appropriate level of resources to maintain our properties;
- ii. there has been a growing need for additional costs to cover social supports, community development, intervention, security, etc. that has arisen primarily as a result of the changing demographic of tenants due to Provincial and local priority rules;
- iii. the tenant priority list is not aligned with the City of London’s housing support strategy;
- iv. that LMHC does not have any flexibility with respect to strategic and operational decisions within the shareholder agreement with the City of London;

- v. that the current budgeting process, which is primarily determined based on a percentage year over year change, will not give LMHC sufficient information for funding needs required to implement our new strategic plan; and
- vi. reporting operating expenses on a supplementary basis by “nature” may help illustrate better how resources are being deployed to the various strategic goals.

Notwithstanding the review findings, PwC provided a summary observation of areas for potential further analysis and areas for consideration that PwC would expect LMHC to address. The following table summarizes the six (6) observations:

#	Observation	Rating	Business Impact
1	Insufficient capital funding for deferred maintenance	Needs Improvement	High Business Impact, Difficult to Implement
2	Impact of tenant intake process and priority list	Needs Improvement	High Business Impact, Easy to Implement
3	Tenant priority list is not aligned with the City of London's housing support strategy	Needs Improvement	High Business Impact, Difficult to Implement
4	Flexibility within shareholder agreement	Satisfactory	High Business Impact, Easy to Implement
5	Zero based budget for new strategic plan implementation	Satisfactory	Low Business Impact, Easy to Implement
6	Operating expenses by function	Satisfactory	Low Business Impact, Easy to Implement

The Board of LMHC, in response to the submitted observations, adopted the following resolutions:

With respect to the recommendations regarding PwC Internal Audit Report:

1. Administration **BE DIRECTED** to prepare an implementation plan respecting the action plans for consideration and approval by the Board at a future meeting of the Board of Directors.
2. Administration **BE DIRECTED** to arrange for the presentation of the Internal Audit Results Report to the City of London's Audit Committee, including preparing the appropriate covering letter accompanying the Report and for the Report to be made by the Board Chair and Chief Executive Officer.

The remaining part of this letter forms the basis of an implementation plan and presentation to the City of London's Audit Committee, scheduled for June 20, 2018.

Observation #1 – Insufficient capital funding for future maintenance

Recommended Action Plan:

LMHC needs to continue to provide information, education, and advocacy to funding agencies, including the Province of Ontario and the City of London to ensure there is full transparency about the urgent and immediate need for capital funding to improve the maintainable quality, safety and satisfaction of tenants. A corporate asset management strategy should be incorporated into the City of London's Corporate Asset strategy. We (PwC) understand a regeneration plan is also being developed in collaboration with the Housing Development Corporation.

LMHC Response:

LMHC will continue to provide information, education, and advocacy to funding agencies, including the Province of Ontario and the City of London to ensure there is full transparency about the urgent and immediate need for capital funding to improve the maintainable quality, safety and satisfaction of tenants.

As an important first step, LMHC provided an update to SPPC in May 2017 on the state of public housing assets to understand and begin addressing, in a collaborative way, the funding gap between future capital needs and available funding resources. The Facility Condition Assessment (FCA) completed by VFA Inc. concluded that in order to maintain the current Facility Condition Index (FCI) of 9% (good condition) over next twenty (20) years, LMHC will require an annual increase in capital funding of \$21.2 million above the existing budget allocation of \$2.2 million. Over the same period, adding \$11.3 million to the current annual funding would result in an ending FCI of 40% (fair condition). Maintaining the current level of funding would result in an ending FCI of 75% (deficient condition).

More recently, LMHC in partnership with Ontario's Independent Local Housing Corporations (LHC) Forum submitted a response to Ministry of Housing on the modernization of social housing. The submission, entitled "*Increasing Ontario's Independent LHCs Capacity to Deliver Housing within a Social Housing Modernization Framework*" (attached as **Appendix 2**), responded to pre-determined discussion questions. The submission also highlighted a number of current issues and recommendations related to capital repairs, investment/reserves, funding asset management and planning. As a complementary document, the LHC Forum also produced an information sheet (attached as **Appendix 3**) highlighting a number of facts and the value proposition of Independent LHCs in that they are uniquely positioned to help communities across Ontario meet local housing needs through entrepreneurialism and business innovation.

Moving forward, LMHC must now consider the most efficient and effective strategy for the management and sustainability of one of the City's most important assets – Public Housing. This includes the development of a detailed asset management strategy and implementation plan in order to understand and address the identified funding gap between anticipated future lifecycle renewal needs and available funding resources. LMHC is working with Civic Administration to ensure that the asset management strategy can be incorporated into the City of London's Corporate Asset Management Plan as required under Bill 6, *Infrastructure for Jobs and Prosperity Act*, 2015 by January 1, 2021.

LMHC is committed to looking for innovative ways to generate alternative sources of revenue and working with Civic Administration to reduce the capital-funding gap identified by the VFA Report over the long term. The appropriate capital funding level for the next multiyear budget cycle will be reviewed upon the completion of a comprehensive asset management strategy and implementation plans. Any adjustments to funding levels will be the subject of multiyear budget requirements, including but not limited to the submission of a business case.

Regeneration of Public Housing

In addition, the City of London, as articulated in the London Plan, has begun a process to build a strategy and supports to undertake the regeneration of Public Housing sites within its service area, as well as to expand affordable housing options across the community. The City has established a Housing Development Corporation (HDC) to provide leadership, expertise and focus to this work, providing support across the non-profit and the private housing sectors, as well as to LMHC. A key consideration for the City in establishing the HDC was the need to both bring resources to and create a focus on the need for the regeneration of public housing.

LMHC is committed to working closely with the City of London in its role as Service Manager and the HDC to identify financial tools and best practices to support regeneration. Support from the City of London in its capacity of Shareholder for LMHC will be critical to support a framework to enable the changes required to implement the plan.

LMHC has been working with the HDC and Housing Services to articulate guiding principles and develop a plan to support LMHC to begin the process of regenerating public housing communities in our portfolio. This includes leveraging the capacity and contributions of our partners, the City of London and HDC. Planning for regeneration must support LMHC's Strategic Plan and commitment to create a foundation for a culture of change in our organization and the communities we serve.

Over the past year LMHC, HDC and Service Manager Staff have established an informal process to begin to move forward on a plan for Regeneration. Meeting together regularly, a process is underway to prepare the organizations for the work that lies ahead, and to begin to evaluate each of the public housing sites to support a well-considered and prioritized plan for regeneration and renewal over a period of years. It is the shared goal of this team to present an initial plan for regeneration of public housing sites to the LMHC Board by the end of 2018. It is acknowledged that any plan will be a living document that will need to come back to decision makers at regular intervals, as the team responds to new opportunities, potential partnerships and community needs over time.

Observation #2 – Impact of tenant intake process and priority list on operating costs

Recommended Action Plan:

During tenant intake assessment, a two-step approach should be used to (1) identify support service needs of the tenant (a Housing Access Centre responsibility); and (2) use the identification of support service requirements to anticipate growth pressures on support services, mobilize the appropriate response and delivery of support services, determine operating budget requirements and other resources supporting the provision of support services for tenants (an LMHC responsibility).

Concurrently, LMHC should continue to think of new ways to collaborate with its partners such as scheduled site visits by other stakeholders including police services, medical professionals and mental health professionals to try and be as proactive as possible to serve the growing needs of tenants. An assessment of all potential social and affordable housing clients at the Housing Access Centre to determine necessary supports on an individual basis would be extremely valuable in determining the optimal approach in terms of providing those services.

LMHC Response:

A stronger, more responsive social housing system is one in which collaboration and relationship building and partnership development is fundamental. LMHC, other housing providers and service managers are often facing similar challenges and working independently to solve them.

LMHC has attempted (although not in a strategic and/or focused effort) to build partnerships and coordinate with other agencies to offer the required services to support those with complex barriers to housing, yet our staff continue to report that many community partners struggle to support our tenants. Anecdotally staff have contributed this to either fear of safety, or a lack of resources. With the number of agencies providing similar services within our community, many

must compete for funding and resources, rather than collaborating and coordinate the housing and homelessness support network needed.

LMHCs has become the de facto provider of supports and is doing so without the required resources based on our previous mandate and funding by the City to act as a landlord. These pressures have been layered upon an already aging infrastructure and shareholder agreement that typically does not provide the flexibility to generate or retain additional resources to invest in future initiatives or sustainability. The unintended consequences of well-meaning initiatives has exacerbated and contributed to the further deterioration of LMHC properties, creating a negative impact on the health, safety and wellbeing of our tenants and staff.

Despite these challenges, LMHC is committed to working with Civic Administration to review and revise the intake process for housing. The vision would be to have an access system that assesses individual needs and choice and then matches applicants with appropriate housing and the required level of support/assistance to maintain housing stability over the long term within a priority system that aligns with City's housing and homelessness goals and objectives.

LMHC has also taken a significant step forward in looking at a new way to provide supports to both our tenants and community in partnering with the Middlesex London Health Unit (MLHU) and Regional HIV/AIDs Connection (RHAC) to establish a Supervised Consumption Facility (SCF) at 241 Simcoe Street. The collaboration with the MLHU and RHAC will allow us to leverage and share a community asset for the benefit of the whole community while improving tenant safety and increasing support services in social housing.

Based on the idea that upfront housing education and support will lead to tenancies that are more successful and increased housing stability, one of LMHC strategic action plan was to develop a tenant education/onboarding program. This idea has been supported by the Housing Division who is introducing a program called "RentSmart" that provides education and support to tenants, housing providers and community educators with one goal: Successful Tenancies.

Observation #3 – Tenant priority list is not aligned with the City of London's housing support strategy

Recommended Action Plan:

LMHC needs to work with its sole shareholder, the City of London, to seek a phased approach, which could start with a pilot program to provide proof of concept. The City and LMHC should review housing access systems and make sure the proper level of supports (and resources for those supports) are in place before these complex and high need tenants are housed by LMHC.

LMHC Response:

LMHC as the largest provider of Rent-Geared to Income Housing in London and Middlesex County has never been fully equipped to operate within these models. Both Provincial and Local Access rules require a high percentage of new tenancies be offered to individuals from the 'Special Priority' or 'Urgent' status list. This means that a significant number of new tenants have experienced chronic or episodic homelessness, violence, addiction and mental health issues. Multiple research studies have shown that those experiencing chronic or repeated episodic homelessness often are coping with multiple complex barriers to housing stability including mental health, substance abuse, unemployment and relationship challenges.

In responding to this issue, LMHC as drafted a proof of concept pilot project (attached as **Appendix 4**) to support housing stability within social housing programs for the City of London's consideration.

Observation #4 – Flexibility within shareholder agreement

Recommended Action Plan:

LMHC should discuss with the City of London the feasibility of amending the shareholder agreement to allow for some greater discretion or flexibility in the target number of units, whether non-RGI units can be offered, and the ability for LMHC to launch other forms of revenue generating activities.

LMHC Response:

LMHC does not have any flexibility with respect to strategic and operational decisions under the terms of a Shareholder Declaration approved by the City of London on June 20, 2011. Since that time, the City has evolved its delivery of social and affordable housing as is true across the Ontario social housing sector. This lack of flexibility restricts LMHC's ability to respond to growing and changing needs such as new and unique capital deficiencies and changing tenant demographics.

In order to enable our strategic plan, LMHC is requesting that the City consider amending the Shareholder Declaration to support our new objectives and acknowledge the following:

- LMHC's role in providing a broader range of housing forms to achieve mixed-income profiles and stronger communities;
- Flexibility to build improved revenue streams and a stronger balance sheet;
- New financial tools/greater financial flexibility in our relationship with funders;
- Performance monitoring based on outcomes confirming the Board's responsibility to lead; and
- Support for our role in advocating for our tenants, taking a leadership role in the sector and supporting broader partnership development.

A discussion paper (attached as **Appendix 5**) has been provided that highlights areas for the City of London's consideration and review for a future shareholder direction.

Observation #5 – Zero based budget for new strategic plan implementation

Action Plan:

LMHC should consider a zero based budget/ forecast process, along with a realignment of resources, to evaluate the specific feasibility of strategic goals and objectives. This could be developed separately from the City of London budget process and would give insight into the specific costs of full implementation of the strategic plan. LMHC should also develop a comprehensive financial plan with consideration of both operating and capital to be provided to the City of London as part of next multiyear budget cycle.

LMHC Response:

LMHC is currently working on achieving the strategic objectives outlined in our 2017-2019 strategic plan. One such objective is the development of a comprehensive financial plan. LMHC's finance department is currently developing a financial planning process that is both long-range and integrated with our strategic plan and annual work plans that will serve as the base for a comprehensive financial plan. Although this is a new approach for LMHC, we

understand that a well thought-out financial plan is a critical document that will serve as a guideline for future financial performance and provide the information needed to make informed strategic and operational decisions.

The aim is to match LMHC's financial resources with the goals and objectives outlined in our strategic plan using a structured analytical approach, thus ensuring the financial plan will serve as the blue print to define our fiscal accountability structure. Such structure will be based on prudent fiscal and operational management that supports accountability, sustainability, competitive positioning, affordability and a valued return on investment based on social, economic and environmental returns to the community.

Along with the effective and efficient management of expenditures, the financial plan will also endeavour to foster a culture of continuous improvement, and a focus on developing supportive and predictable sources of investment. A zero based budget/forecast approach aligns well with our intended accountability structure. As such, LMHC will consider a zero based budgeting along with a realignment of resources while completing this project.

Observation #6 – Operating expenses by function

Recommended Action Plan:

LMHC should consider whether it would be feasible to report, on a supplementary basis, how the operating expenditures line up against the strategic goals. A high cost in certain function, without improvements in the area, could be an indicator of a focus area for management to consider.

LMHC Response:

LMHC implemented the first phase of a new ERP system in 2017, in order to better collect data and measure impact. This project was a significant undertaking for our staff group as we shifted from a 15-year-old server based system to a more modern cloud based solution. While this technology promises to bring greater efficiencies, particularly with the roll out of the second phase two, it would not currently support this recommendation. Although LMHC sees value in this recommended action, it would create both administrative and resource pressures which could not be absorbed within our current staffing levels.

Conclusion

LMHC is undertaking business transformation and modernizing our practices to improve how we deliver social housing for residents in our community. LMHC is no longer just a landlord and we want our community to know that we CARE and are taking action. LMHC has used the acronym, CARE, as our slogan for impact and to provide a mnemonic for all stakeholders. For us, CARE means being **C**ollaborative and **C**ommitted; **A**ccountable and **A**ccessible; **R**espectful and **R**esponsive; **E**quity and **E**xcellence.

At LMHC, our new vision centers on healthy homes and communities in London and Middlesex using housing as the foundation to make a difference and positively impact lives. LMHC wants to be part of the solution to social issues in our community by showing that we CARE and by taking action.

With a new strategic direction, we believe that as an independent LHC, LMHC is uniquely positioned to help London meet its local social and affordable housing goals through entrepreneurialism and business innovation. With the support of the City of London and collaboration with our community partners, we can begin to address the observations identified by PwC in their internal audit. More importantly, LMHC can help the City in achieving its goal of strengthening our community and building a diverse and caring community that supports every person and that welcomes and engages us in vibrant, safe and healthy neighborhoods.

Regards,

Josh Browne
Chief Executive Officer, LMHC

Cc: Michael Buzzelli, Chair, LMHC Board of Directors
Sandra Datars Bere, Managing Director Housing, Social Services and Dearness Home
City of London
Stephen Giustizia, CEO, HDC

Appendix 1: PwC Report on Internal Audit Result of LMHC: Review of operational alignment of funding model and strategic plan

Appendix 2: Increasing Ontario's Independent LHCs Capacity to Deliver Housing within a Social Housing Modernization Framework

Appendix 3: Ontario's Independent Local Housing Corporations Information Sheet

Appendix 4: LMHC Social Housing with Supports: A Proof of Concept, Pilot Project to Support Housing Stability within Social Housing Programs

Appendix 5: LMHC Discussion Document: Shareholder Declaration for the Future

Request ID: 003244667
Demande n°:
Transaction ID: 015116230
Transaction n°:
Category ID: CT
Catégorie:

Province of Ontario
Province de l'Ontario
Ministry of Consumer and Commercial Relations
Ministère de la Consommation et du Commerce
Companies Branch
Direction des compagnies

Date Report Produced: 2000/12/14
Document produit le:
Time Report Produced: 16:05:45
Imprimé à:

Certificate of Incorporation Certificat de constitution

This is to certify that

Ceci certifie que

LONDON & MIDDLESEX HOUSING CORPORATION

Ontario Corporation No.

Numéro matricule de la personne morale en
Ontario

002000509

is a corporation incorporated,
under the laws of the Province of Ontario.

est une société constituée aux termes
des lois de la province de l'Ontario.

These articles of incorporation
are effective on

Les présents statuts constitutifs
entrent en vigueur le

DECEMBER 14 DECEMBRE, 2000



Director/Directrice
Business Corporations Act/Loi sur les sociétés par actions

Request ID / Demande n°

Ontario Corporation Number
Numéro de la compagnie en Ontario

3244667

2000509

FORM 1

FORMULE NUMÉRO 1

BUSINESS CORPORATIONS ACT

/

LOI SUR LES COMPAGNIES

ARTICLES OF INCORPORATION
STATUTS CONSTITUTIFS

1. The name of the corporation is: *Dénomination sociale de la compagnie:*
LONDON & MIDDLESEX HOUSING CORPORATION.

2. The address of the registered office is: *Adresse du siège social:*

171 QUEENS AVE

(Street & Number, or R.R. Number & if Multi-Office Building give Room No.)
(Rue et numéro, ou numéro de la R.R. et, s'il s'agit d'édifice à bureau, numéro du bureau)

LONDON
CANADA

ONTARIO
N6A 5J7

(Name of Municipality or Post Office)
(Nom de la municipalité ou du bureau de poste)

(Postal Code/Code postal)

3. Number (or minimum and maximum number) of directors is:

Nombre (ou nombres minimal et maximal) d'administrateurs:

2

13

4. The first director(s) is/are:

Premier(s) administrateur(s):

First name, initials and surname
Prénom, initiales et nom de famille

Resident Canadian State Yes or No
Résident Canadien Oui/Non

Address for service, giving Street & No.
or R.R. No., Municipality and Postal Code

Domicile élu, y compris la rue et le numéro, le numéro de la R.R., ou le nom de la municipalité et le code postal

* TOM
ALBRECHT

YES

560 WELLINGTON ST 300

LONDON ONTARIO
CANADA N6A 3R4

Request ID / Demande n°

Ontario Corporation Number
Numéro de la compagnie en Ontario

3244667

2000509

4. The first director(s) is/are:

Premier(s) administrateur(s):

First name, initials and surname
Prénom, initiales et nom de familleResident Canadian State Yes or No
Résident Canadien Oui/NonAddress for service, giving Street & No.
or R.R. No., Municipality and Postal CodeDomicile élu, y compris la rue et le
numéro, le numéro de la R.R., ou le nom
de la municipalité et le code postal* ROGER
CARANCI

YES

101 GOLDWICK CRESCENT

LONDON ONTARIO
CANADA N5V 2K9* GARY
WILLIAMS

YES

9 MENDIP CRESCENT

LONDON ONTARIO
CANADA N6E 1H2* KIM
WALKER

YES

434 THIRD ST

LONDON ONTARIO
CANADA N5W 4W6* BETTY ANN
MCKINNON

YES

24394 DUNDONALD RD

GLENCOE ONTARIO
CANADA N0L 1M0

Request ID / Demande n°

Ontario Corporation Number
Numéro de la compagnie en Ontario

3244667

2000509

-
5. Restrictions, if any, on business the corporation may carry on or on powers the corporation may exercise.
Limites, s'il y a lieu, imposées aux activités commerciales ou aux pouvoirs de la compagnie.

The business of the corporation shall be restricted to:

- i. the provision and operation and maintenance of housing accommodation, with or without any public space, recreational facilities, commercial space or buildings appropriate thereto, in accordance with the Act,
- ii. the administration of programs providing rent-geared-to-income assistance to households of low to moderate income in accordance with the Act,
- iii. the provision of accommodation for persons having special needs,
- iv. any matter with respect to which the corporation and the Minister, the service manager or any other person may enter into an agreement under the Act,
- v. any other matter that is prescribed under the Act,

and the corporation shall exercise no powers other than those required in the carrying on of such business and actions reasonably incidental thereto.

Request ID / Demande n°

Ontario Corporation Number
Numéro de la compagnie en Ontario

3244667

2000509

-
6. The classes and any maximum number of shares that the corporation is authorized to issue:

Catégories et nombre maximal, s'il y a lieu, d'actions que la compagnie est autorisée à émettre:

The corporation may issue common shares only. Subject to item 8, there are no limits on the number of common shares that may be issued.

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2000509

7. Rights, privileges, restrictions and conditions (if any) attaching to each class of shares and directors authority with respect to any class of shares which may be issued in series: *Droits, privilèges, restrictions et conditions, s'il y a lieu, rattachés à chaque catégorie d'actions et pouvoirs des administrateurs relatifs à chaque catégorie d'actions que peut être émise en série:*

(a) The directors of the corporation shall not declare, and the corporation shall not pay, any dividend on any issued share of the corporation.

(b) No part of the income of the corporation shall be payable to or otherwise available for the personal benefit of any shareholder of the corporation.

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Numéro de la compagnie en Ontario

3244667

2000509

8. The issue, transfer or ownership of shares is/is not restricted and the restrictions (if any) are as follows:

L'émission, le transfert ou la propriété d'actions est/n'est pas restreinte. Les restrictions, s'il y a lieu, sont les suivantes:

(a) Subject to clause (b), without the prior written consent of the Minister, no share or beneficial interest therein shall be allotted, issued or transferred to, or owned by, any person other than the service manager.

(b) Despite clause (a) and subject to clause (c), the corporation may issue shares to, or the service manager may transfer shares or beneficial interest in shares to,

i. a related municipality;

ii. a corporation, the objects of which include the provision of housing, which is prohibited by its instrument of incorporation, legislation, or both, from carrying on business for profit and which is controlled by the service manager or a related municipality; or

iii. a non-profit housing corporation incorporated under section 13 of the Housing Development Act which is controlled by the service manager or a related municipality,

which may own such shares or a beneficial interest therein.

(c) Shares may not be issued or transferred in a manner that would result in the service manager owning less than a majority of the issued and outstanding shares in the capital of the corporation.

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Numéro de la compagnie en Ontario

3244667

2000509

9. Other provisions, (if any, are):
Autres dispositions, s'il y a lieu:

(a) The corporation shall not issue any invitation to the public to subscribe for the securities of the corporation.

(b) The corporation shall not, without the prior written consent of the Minister, amalgamate with a corporation other than,

i. a corporation, the objects of which include the provision of housing, which is prohibited by its instrument of incorporation, legislation, or both, from carrying on business for profit and which is controlled by the service manager or a related municipality; or

ii. a non-profit housing corporation incorporated under section 13 of the Housing Development Act which is controlled by the service manager or a related municipality.

(c) The corporation shall not, without the prior written consent of the Minister, transfer or mortgage or otherwise encumber any real property transferred to it under the Act or grant or dispose of any interest in such real property except to,

i. a related municipality;

ii. a corporation, the objects of which include the provision of housing, which is prohibited by its instrument of incorporation, legislation, or both, from carrying on business for profit and which is controlled by the service manager or a related municipality; or

iii. a non-profit housing corporation incorporated under section 13 of the Housing Development Act which is controlled by the service manager or a related municipality.

(d) The corporation shall not, without the prior written consent of the Minister, transfer or mortgage or otherwise encumber any real property transferred to it under the Act, or develop or redevelop such real property or grant or dispose of any interest in such real property unless,

i. the transfer of such real property by a transfer order made under the Act has been registered as required by section 42 of the Act; and

ii. the transaction complies with any criteria for such a transaction as may be prescribed by regulation made under the Act.

(e) Despite clauses (c) and (d), the corporation may without the consent

Request ID / Demande n°

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3244667

2000509

9. Other provisions, (if any, are):
Autres dispositions, s'il y a lieu:

of the Minister,

i. lease an individual residential unit in a housing project located on real property transferred to the corporation under the Act for a term not exceeding one year;

ii. lease to any person any part of the property transferred to the corporation under the Act that is not an individual residential unit if the transfer order made under the Act with respect to that property has been registered as required by section 42 of the Act.

(f) Except for,

i. remuneration from the service manager;

ii. remuneration from another municipality paid pursuant to section 244 of the Municipal Act as amended from time to time, including any successor legislation; and

iii. reimbursement for reasonable expenses incurred in performance of duties as directors of the corporation,

the directors of the corporation shall serve without remuneration in their capacity as directors, as officers if applicable, or in any other capacity and no director shall directly or indirectly receive any profit or payment of any nature from the corporation on any basis.

(g) In addition to its other powers under the Business Corporations Act, the board of directors of the corporation may from time to time take any steps required for the rezoning of any real property owned by the corporation in order to facilitate or enable the development thereof.

(h) On dissolution or winding up of the corporation, any assets remaining after satisfaction of and lawful provision for all debts, obligations and liabilities of the corporation shall be distributed solely to the service manager.

(i) Despite clause (h) if any shares of the corporation upon the date of its dissolution or winding up are owned by,

i. a related municipality;

ii. a corporation, the objects of which include the provision of housing, which is prohibited by its instrument of incorporation,

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9. Other provisions, (if any, are):
Autres dispositions, s'il y a lieu:

legislation, or both, from carrying on business for profit and which is controlled by the service manager or a related municipality; or

iii. a non-profit housing corporation incorporated under section 13 of the Housing Development Act which is controlled by the service manager or a related municipality,

any assets remaining after satisfaction of and lawful provision for all debts, obligations and liabilities of the corporation shall be distributed in proportion to the number of shares owned by the service manager and by each of the municipalities or corporations referred to in clauses i to iii.

(j) In these articles,

"Act" means the Social Housing Reform Act, 2000, as amended from time to time, and includes any successor legislation;

"corporation" means the corporation named in item 1;

"Minister" means the Minister of Municipal Affairs and Housing, or such other member of the Executive Council as may be assigned the administration of the Act under the Executive council Act;

"related municipality" means a municipality within the service area of the service manager as designated in a regulation under Part II of the Act that does not form part of the municipality of the service manager for municipal purposes;

"service manager" means the City of London.

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10. The names and addresses of the incorporators are
Nom et adresse des fondateurs

First name, initials and last name
or corporate name

*Prénom, initiale et nom de
famille ou dénomination sociale*

Full address for service or address of registered office or of principal place of business
giving street & No. or R.R. No., municipality and postal code
*Domicile élu, adresse du siège social au adresse de l'établissement principal, y compris
la rue et le numéro, le numéro de la R.R., le nom de la municipalité et le code postal*

* MEREDITH BERESFORD

777 BAY ST 2ND FLOOR

TORONTO ONTARIO

CANADA M5G 2E5

MINISTRY OF MUNICIPAL AFFAIRS & HOUSING

LONDON AND MIDDLESEX HOUSING CORPORATION

DECLARATION OF THE SOLE SHAREHOLDER BY THE CORPORATION OF THE CITY OF LONDON

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APPENDICES

APPENDIX A – Accountability Rules

DECLARATION OF THE SOLE SHAREHOLDER

THIS DECLARATION OF THE SOLE SHAREHOLDER

Dated: June 20, 2011

FROM: THE CORPORATION OF THE CITY OF LONDON ("the City")

TO: LONDON AND MIDDLESEX HOUSING CORPORATION ("LMHC")

WHEREAS:

- A. LMHC is a social housing provider in the London/ Middlesex area, owning and operating approximately 3,282 social housing units contained within 42 properties.
- B. The City has a dual role in connection with LMHC:
 - (i) **Sole Shareholder.** The City is the sole legal and beneficial shareholder of LMHC, owning 100 common shares in the capital stock of LMHC.
 - (ii) **Service Manager.** The City is the designated service manager under the SHRA for the geographic area in which LMHC's Housing Portfolio is situate.
- C. Where a person is the sole beneficial shareholder of a corporation, the *Business Corporation Act R.S.O. 1990 c.B.16* ("OBCA") section 108 permits the shareholder to make a written declaration that restricts in whole or in part the powers of the directors to manage or supervise the management of the business and affairs of the corporation.
- D. The City in its capacity as the sole legal and beneficial shareholder of LMHC wishes to restrict the powers of the Directors to manage or supervise the management of the business and affairs of LMHC as provided in this Declaration.

IT IS HEREBY DECLARED THAT:

1.0 INTERPRETATION

- 1.1 **Meaning of Words.** Whenever used in this Declaration, unless there is something in the subject matter or context inconsistent therewith, the following words and terms shall have the following meanings:
 - (a) **"Accountability Rules"** mean the Accountability Rules issued by the Service

Manager dated June 20, 2011 and attached as Appendix A, as amended from time to time.

- (b) **"Annual Information Return"** means the Ministry of Government Services, Ministry of Finance, Corporations Tax Branch Form 1 – Ontario Corporation, Annual Return form required to be filed under the *Ontario Corporations Information Act*.
- (c) **"Annual Report"** has the meaning given in section 5.1.
- (d) **"Auditor"** has the meaning given in section 6.3.
- (e) **"Board"** means the board of directors of LMHC.
- (f) **"Chair"** means the chair of LMHC.
- (g) **"LMHC"** means London and Middlesex Housing Corporation, a corporation under the jurisdiction of the OBCA, having corporation number 2000509.
- (h) **"Chief Executive Officer" ("CEO")** means the General Manager and Chief Executive Officer of LMHC or the person holding an equivalent office.
- (i) **"Citizen"** means, with respect to a member of the Board or a candidate for such membership, an individual who is not a member of Council.
- (j) **"City"** means The Corporation of the City of London.
- (k) **"Confidential Information"** shall have the same meaning as is used in MFIPPA.
- (l) **"Council"** means the council of the City.
- (m) **"County Council"** means the council of the County of Middlesex.
- (n) **"County of Middlesex"** means the Corporation of the County of Middlesex.
- (o) **"Declaration"** means this shareholder's declaration as amended from time to time.
- (p) **"Director"** means a director of LMHC.
- (q) **"External Auditor's Findings Report"** means communication of matters identified by the Auditor during the financial statements audit which matters include misstatements, other than trivial errors, fraud, misstatements that might cause future financial statements to be materially misstated, illegal or possibly illegal acts or significant weaknesses in internal control.
- (r) **"Financial Statements"** means, for any particular period, audited or unaudited (as stipulated in the Declaration), consolidated or unconsolidated (as stipulated in the Declaration), comparative financial statements of LMHC consisting of not less

than a balance sheet, a statement of income and retained earnings, a statement of changes in financial position, a report or opinion of the Auditor (in the case of audited financial statements) and such other statements, reports, notes and information prepared in accordance with generally accepted accounting principles (consistently applied) and as are required in accordance with any applicable law.

- (s) **"Housing Portfolio"** means all housing projects operated by LMHC.
- (t) **"Housing Project"** means all or part of the residential accommodation located in one or more buildings used in whole or in part for residential accommodation, including vacant land, if any, owned by LMHC.
- (u) **"MFIPPA"** means the Ontario *Municipal Freedom of Information and Protection of Privacy Act*, and regulations thereunder and any successor legislation thereto.
- (v) **"OBCA"** means the Ontario *Business Corporations Act* and regulations thereunder and any successor legislation thereto.
- (w) **"Officer"** means an officer of LMHC.
- (x) **"Person"** means an individual, sole proprietorship, partnership, unincorporated association, unincorporated organization, trust body corporate and a natural person in her or his capacity as trustee, executor, administrator or other legal representative.
- (y) **"PIPEDA"** means the federal *Personal Information Protection and Electronic Documents Act*
- (z) **"Resident Canadian"** means an individual, who is,
 - (i) a Canadian citizen ordinarily resident in Canada; or
 - (ii) a permanent resident within the meaning of the *Immigration Act* (Canada) and ordinarily resident in Canada.
- (aa) **"Service Agreement"** means the Service Agreement between LMHC and the City dated August 1, 2002, as amended from time to time.
- (aa) **"Service Manager"** means the City (in its capacity as service manager) as defined in the SHRA.
- (ab) **"Shareholder"** means the City (in its capacity as the sole legal and beneficial shareholder of LMHC).
- (ac) **"SHRA"** means the Ontario *Social Housing Reform Act, 2000* and regulations thereunder and any successor legislation thereto.
- (ad) **"Tenants"** means the tenants of LMHC (as that expression is defined in the Ontario *Residential Tenancies Act, 2006* and regulations thereunder and any successor legislation thereto).

- 1.2 **Extended Meanings.** All words importing the singular number include the plural and vice-versa and words importing gender include all genders.
- 1.3 **Conflict between Service Agreement and Declaration.** In the event of a conflict between the provisions contained in the Service Agreement and the provisions contained in this Declaration, the provisions in the Service Agreement shall prevail.
- 1.4 **Conflict between By-Laws and Declaration.** In the event of a conflict between the provisions contained in the By-Laws and the provisions contained in this Declaration, the provisions in this Declaration shall prevail.
- 1.5 **Severability.** In the event that any provision of this Declaration shall be invalid, illegal or unenforceable, it shall not affect the validity, legality or enforceability of any other provision of this Declaration.
- 1.6 **Proper Law.** This Declaration shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.

2.0 APPENDIX

- 2.1 **Appendix A.** The Accountability Rules attached as Appendix A shall be incorporated into and form part of this Declaration.

3.0 PURPOSES, OBJECTIVES AND PRINCIPLES

- 3.1 **Purposes.** This Declaration is made for the following purposes:
- (a) **Recognize Board Authority.** Recognize the Board's authority to manage or supervise the management of the business and affairs of LMHC in accordance with this Declaration.
 - (b) **Communicate Shareholder's Requirements.** Provide the Board with the Shareholder's requirements regarding LMHC.
 - (c) **Accountability Framework.** Provide for a framework of accountability and responsibility between LMHC and the Shareholder.
 - (d) **Public Information.** Inform the public of the Shareholder's requirements regarding LMHC.
- 3.2 **Principles.** The principles upon which this Declaration are based are as follows:
- (a) **Community Importance.** LMHC is integral to the infrastructure and overall well being of the community.
 - (b) **Responsibility and Prudence.** The business of LMHC should be carried on in a

prudent and responsible manner and as part of that:

- (i) **Fulfill Housing Needs.** LMHC should provide quality, affordable housing accessible to those in need who are eligible for social housing.
- (ii) **Legal Compliance.** LMHC should conduct its affairs in accordance with the law, including without limitation the SHRA.
- (iii) **Contractual Compliance.** LMHC should conduct its affairs in accordance with its contractual obligations, including without limitation any applicable operating agreements.
- (iv) **Sustainable.** LMHC's programs and services should be delivered on a sustainable basis, using the most appropriate methods and structures for doing so.
- (v) **Sensitive.** LMHC should be sensitive to the fact that social housing primarily serves Tenants of low and moderate incomes.
- (vi) **Consistent.** LMHC should ensure that its policies and programs are consistent with the principles set out in this Declaration.
- (vii) **Accountable.** LMHC should be accountable for its delivery of social housing services and programs in accordance with the principles and objectives outlined in this Declaration.

3.3 Objectives. The objectives sought to be achieved by the Shareholder with this Declaration are as follows:

- (a) LMHC will utilize its assets for the purposes of providing social housing.
- (b) The assets of LMHC will be maintained in good repair and the usefulness of the assets will be maintained in order to provide quality affordable social housing.
- (c) LMHC will meet the financial performance standards from time to time set by the Shareholder and the Board.
- (d) LMHC will support and promote efforts aimed at providing Tenants with healthy, safe and sustainable communities.
- (e) LMHC will ensure that Tenants will be protected from harassment, in an environment where human rights are upheld.
- (f) Subject to the terms of this Declaration, LMHC will employ its own staff and LMHC will be responsible for the management of its Housing Portfolio, for making policy and operational decisions and for being accountable for such policy and operational decisions.
- (g) LMHC will act to mitigate financial risks to the Shareholder, while service standards and levels are maintained or enhanced.

3.4 Activities. Subject to LMHC's financial resources and consistent with the overall principles and objectives outlined in this Declaration, LMHC may engage in any of the following business activities:

- (a) Own, operate or have an ownership interest in rental housing and affordable-ownership housing and provide related services.
- (b) Develop new affordable housing (subject to prior approval of the Shareholder and the Service Manager).
- (c) Redevelop existing Housing Projects (subject to prior approval of the Shareholder and the Service Manager).
- (d) Deliver program-related services on behalf of the Service Manager including but not restricted to rent supplement programs, the completion of applicant/tenant income testing functions and a housing registry or wait list.

4.0 BOARD MATTERS

4.1 Board Responsibilities. Subject to any matters requiring approval of the Shareholder pursuant to this Declaration, the Board shall manage or supervise the management of the business and affairs of LMHC in a manner consistent with the principles, objectives and other provisions outlined in this Declaration and the Accountability Rules. More specifically this shall include without limitation the following:

- (a) Establishing the values, mission and vision for LMHC and preparing strategic plans.
- (b) Establishing policies to guide the operations of LMHC.
- (c) Approving an annual operating plan for LMHC.
- (d) Approving an annual capital plan for LMHC.
- (e) Managing and directing all labour and employee-relations matters.
- (f) Monitoring the performance of LMHC in terms of its finances, costs, quality of Tenant services, building condition and community building.
- (g) Recruiting, supervising and evaluating the CEO including setting employment terms and conditions.
- (h) Communicating regularly to its key stakeholders on the performance and plans of LMHC.

4.2 Officers. The Board shall elect a Chair and other key Officers including the Treasurer from among its members, provided that the Secretary need not be a Director. In the event the Chair resigns or otherwise vacates the position of Chair prior to the end of her or his term, the Board shall elect a Chair from among its remaining Directors.

4.3 Conflict of Interest.

- (a) **Board Compliance.** The Directors and Officers shall comply with all applicable conflict of interest law including without limitation:

- (i) *Municipal Conflict of Interest Act.*
- (ii) OBCA (section 132).
- (iii) SHRA Regulation 339/01 (sections 4 and 5).

- (b) **Employee Compliance.** The Directors and Officers of LMHC shall ensure that LMHC employees comply with all applicable conflict of interest law and any related LMHC policy in respect of conflicts of interest.

4.4 Remuneration. Except for remuneration from the City as approved by Council from time to time, the Directors shall serve as such without remuneration and no Director shall directly or indirectly receive any profit or payment of any nature from LMHC on any basis including without limitation in the capacity of Officer. The foregoing is provided that Directors may be reimbursed for reasonable expenses incurred by them in the performance of their duties as Directors.

4.5 Removal of Directors. A Director may be removed from the Board by resolution of the Board for such reasons including, but not restricted to:

- (a) Breach of the Director's obligations under the OBCA.
- (b) Conflict of interest that cannot be resolved in any other manner satisfactory to the Board and the Shareholder.
- (c) Engagement in activities that are deemed by the Board and/or Council to be inconsistent with the principles, objectives and other provisions of this Declaration.
- (d) Inability to meet the eligibility criteria of a Board member as described in subsection 6.2(a) of this Declaration.
- (e) Absence from three (3) consecutive meetings of the Board during any calendar year without prior written approval of the Board.

4.6 Staffing. The Board shall hire a Chief Executive Officer and define policies under which the Chief Executive Officer will employ staff.

4.7 Regulatory Matters.

- (a) ***Municipal Freedom of Information and Protection of Privacy Act and the Personal Information Protection and Electronic Documents Act.*** LMHC is subject to MFIPPA and PIPEDA, which requires the Board to appoint a "head" for the purposes of disclosing or refusing to disclose "records" or "confidential information", as those expressions are defined in the MFIPPA and PIPEDA.

LMHC shall appoint the Chief Executive Officer as the head of LMHC for the purposes of the MFIPPA.

- (b) **Other Legislation.** LMHC is subject to a variety of legislation that governs its operations and which establishes responsibilities of the Board including without limitation the Ontario *Residential Tenancies Act*, the Ontario *Human Rights Code* and municipal property standards by-laws. In all such cases such legislation shall prevail over this Declaration where there is a conflict between this Declaration and such legislation. Should such a conflict occur, LMHC shall contact the Service Manager to discuss the manner in which the interests of the Shareholder may best be protected.

4.8 **Annual General Meeting.** The Directors of LMHC shall call an annual general meeting of LMHC not later than six (6) months after the end of LMHC's fiscal year.

4.9 **Payment of Auditor.** LMHC shall satisfy payment of the remuneration of the Auditor.

5.0 BOARD ACCOUNTABILITY

5.1 **Annual Report.** Within one hundred and fifty (150) days after the end of LMHC's fiscal year, the Board shall prepare and approve an "Annual Report" and submit the report to the Shareholder. The Annual Report shall include:

- (a) Such explanations, notes and information as are required to account for any variances between the actual results from operations and the budgeted amounts set forth in the approved budget, and any material variances in the projected ability of any business activity to meet or continue to meet the financial objectives of the Shareholder.
- (b) Information that is likely to materially affect the Shareholder's objectives.
- (c) Information regarding any matter, occurrence or other event which is a material breach or violation of any law, including major findings of internal and other audits.
- (d) Information on progress and accomplishments relative to the strategic business plan in place.
- (e) Information regarding the performance of LMHC such that the Shareholder can determine that the strategic business plan has been respected.
- (f) Information regarding the performance of LMHC such that the Shareholder can determine that this Declaration has been respected.
- (g) Such additional information as the Shareholder may specify from time to time.

5.2 **Consistency with Other Reports.** LMHC's Annual Report shall be consistent with, but not in lieu of, other reporting that the Service Manager may require.

- 5.3 **Strategic Business Plan.** Every three (3) years the Board shall provide the Shareholder, with a strategic business plan for LMHC outlining goals, strategies and new directions for the following three (3) years.
- 5.4 **Financial Statements.** The Board shall deliver to the Shareholder, as soon as practicable and in any event within one hundred and fifty (150) days after the end of each fiscal year, the LMHC audited annual Financial Statements signed on behalf of the Board by two (2) members of the Board along with a copy of the Auditor's Report and the External Auditor's Findings Report and the management letter for consideration by the Shareholder. Further quarterly financial statements shall be delivered by the Board to the Shareholder not later than the second (2nd) month following the end of the quarter.
- 5.5 **Annual Information Return.** The Annual Information Return shall be submitted by the Board to the Shareholder within one hundred and fifty (150) days of LMHC's fiscal year end.
- 5.6 **Accounting.** LMHC shall adopt and use the accounting policies and procedures that may be approved by the Board from time to time and all such policies and procedures shall be consistent with Service Manager requirements and in accordance with generally accepted accounting principles and applicable regulatory requirements.
- 5.7 **Access to Records.** The Shareholder shall have unrestricted access to the books and records of LMHC during normal business hours. The Shareholder shall treat all information of LMHC with the same level of care and confidentiality as any Confidential Information of the Shareholder.

6.0 SHAREHOLDER MATTERS

- 6.1 **Matters Requiring Shareholder Approval under the OBCA.** LMHC shall not, without prior written approval of the Shareholder enter into any transaction or take any action that requires shareholder approval pursuant to the OBCA.
- 6.2 **Shareholder to Appoint Directors.** The Shareholder shall appoint the Board in accordance with the following:
- (a) **Eligibility for Board Membership.** To be eligible as a Director, an individual must not be statutorily disqualified from being a director under the OBCA or otherwise, and shall be a Resident Canadian, residing in or paying property taxes to the City or the County of Middlesex . In addition, members of Council and County Council who act as Directors:
- (i) Shall have been elected to such office by qualified electors pursuant to the provisions of the *Municipal Elections Act, 1996*, as amended or shall have been appointed as a member of Council pursuant to section 263 (Filling Vacancies) of the *Municipal Act, 2001*, as amended.
- (ii) Shall be approved as candidates for the Board by resolution of Council or County Council, as applicable.

- (b) **Qualifications of Directors.** In appointing Directors to the Board, the Shareholder shall give due regard to the qualifications of Citizens with the aim of ensuring that the Board collectively represents a range of relevant expertise including with respect to:
- (i) Social housing.
 - (ii) Community development.
 - (iii) Business and financial management.
 - (iv) Corporate governance responsibilities.
 - (v) Organizational development.
 - (vi) Labour relations.
 - (vii) Legal and/or legal aid experience.
 - (viii) Landlord and tenant and social services matters.
- (c) **Composition of the Board.** The Board shall be composed of seven (7) Directors appointed by the Shareholder in accordance with the following:
- 1. Two (2) shall be members of London City Council.
 - 2. One (1) shall be a member of Middlesex County Council.
 - 3. Four (4) shall be citizens-at-large.
- (d) **Appointment Process.**
- (i) **Council Member Appointments.** Council members shall be appointed to the Board through a process approved from time to time by Council for such appointments.
 - (ii) **Other Appointments.** Other members of the Board who are not appointed to the Board through the appointment processes outlined in paragraph 6.2(d)(i) shall be appointed to the Board through a process approved by Council from time to time.
- (e) **Vacancies.** Subject to section 124 of the OBCA (Directors and Officers: Vacancies), if a member of the Board ceases to be a Director for any reason, the Shareholder shall fill the vacancy created thereby as soon as reasonably possible from persons eligible for appointment as a Director pursuant to subsection 6.2(a).
- (f) **Term.** The term of appointment for all Board members shall be for a term of three (3) years provided that Directors may be appointed for an additional one (1)

year term in order that their tenure on the Board shall be concurrent with the term of Council. Directors, if qualified may be re-appointed to the Board.

- 6.3 **Auditor.** The Shareholder shall appoint an auditor (the "Auditor") which auditor shall be licensed under the *Public Accountancy Act* and who shall be engaged to prepare and provide the Auditor's Report, the External Auditor's Findings Report and the Annual Information Return. The Auditor shall also be engaged to prepare a management letter for the purpose of indicating to LMHC specific ways to improve reporting and financial operations to help foster efficient management of LMHC resources. The management letter will also describe whether or not LMHC has corrected any identified deficiencies in legislative compliance and in internal controls.

6.4 **Other Matters Requiring Shareholder Approval.**

- (a) **Corporate Issues.** Without the prior approval of the Shareholder, LMHC shall not:
- (i) Create any debt.
 - (ii) Purchase or sell real property.
 - (iii) Proceed with redevelopment projects, or material changes in the number or distribution of rent-geared-to-income units, including changes to targeting plans.
 - (iv) Pass or amend any by-laws:
 - 1. With respect to the composition or number of Directors or the term of Directors.
 - 2. That are inconsistent with this Declaration.
 - (v) Take or institute proceedings for any legal reorganization of LMHC (OBCA section 186).

7.0 CONFIDENTIALITY

7.1 **Confidentiality.**

- (a) **Confidentiality Exceptions.** The Directors, Officers and the Shareholder shall ensure that Confidential Information of LMHC is not disclosed or otherwise made available to any Person, except to the extent that:
- (i) disclosure to the Shareholder's or LMHC's employees or agents is necessary for the performance of any of their duties and obligations under this Declaration; and

- (ii) disclosure is required in the course of judicial proceedings or pursuant to law.
- (b) **Requests to Disclose.** In the event any of the Directors, Officers and/or the Shareholder receives a request to disclose any Confidential Information pursuant to legal process of any kind, such Director, Officer and/or Shareholder shall notify LMHC promptly so that LMHC may seek a protective order or other appropriate remedy. In the event no such protective order or other remedy is obtained, any of the Directors, Officers and/or Shareholder shall furnish only that portion of the Confidential Information which any of the Directors, Officers and or Shareholder is/are advised by legal counsel is legally required and will exercise all reasonable efforts to obtain reliable assurance that confidential treatment will be afforded to the Confidential Information.

8.0 EXCHANGE OF INFORMATION

- 8.1 **Notice by LMHC.** Where Shareholder approval is required, LMHC shall deliver reasonable advance notice in writing of the need for such approval and shall provide such information as is reasonably necessary for the Shareholder to make an informed decision regarding the subject matter requiring approval.
- 8.2 **Governance.** All communication with respect to general governance matters between LMHC and the Shareholder shall be exchanged between the Chair and the Service Manager or their duly appointed designates.
- 8.3 **Operations.** All communication with respect to operational matters between LMHC and the Shareholder shall be exchanged between the Chief Executive Officer and the Service Manager or their duly appointed designates.
- 8.4 **General.** Any demand, notice or communication to be given under this Declaration and not otherwise addressed in this Declaration shall be in writing and signed by an authorized signatory and shall be personally delivered, mailed by prepaid mail, sent by facsimile or email as follows:

To: The Corporation of the City of London
300 Dufferin Avenue
P.O. Box 5035
London ON, N6A 4L9

Facsimile: (519) 661-5804

Attention: Director of Municipal Housing

To: London and Middlesex Housing Corporation
379 Dundas Street, Suite 207
London ON N6B 1V5

Facsimile: (519) 434-2765

Attention: General Manager& CEO

All demands, notices and communications shall:

- (a) if delivered personally, be deemed to have been received upon receipt;
- (b) if transmitted by facsimile or email, be deemed to have been given on the second (2nd) business day following the day they were sent; and
- (c) if mailed, be deemed to have been given on the third (3rd) business day following the date they were mailed.

In the event of disruption of normal postal service, notice may be made by personal delivery, facsimile or email only.

9.0 ENFORCEMENT

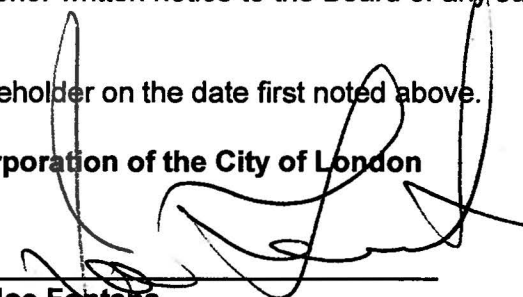
- 9.1 **Voting Power.** The Board and Shareholder shall at all times use their voting powers (whether expressed by way of vote or written consent) in accordance with the provisions of this Declaration and for the purposes of effectuating the same.
- 9.2 **Further Assurances.** LMHC shall, upon the reasonable request of the Shareholder do, execute, acknowledge and deliver or cause to be done, executed, acknowledged and delivered all such further acts and assurances as may be required for the better carrying out and performance of all the terms of this Declaration.

10.0 REPEAL AND TERM

- 10.1 **Commencement.** This Declaration shall come into effect as of June 20, 2011 and continue in effect until terminated by the Shareholder.
- 10.2 **Amendment.** This Declaration may be amended solely at the discretion of the Shareholder. The Shareholder shall provide prior written notice to the Board of any such proposed amendments.

SIGNED by the sole legal and beneficial shareholder on the date first noted above.

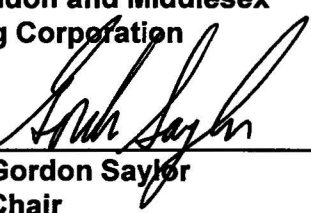
The Corporation of the City of London

Per: 
Joe Fontana
Mayor

Per: 
Catharine Saunders
City Clerk

ACKNOWLEDGED by:

**The London and Middlesex
Housing Corporation**

Per: 
Gordon Saylor
Chair

Per: 
Secretary

CITY SOLICITOR'S OFFICE CITY OF LONDON	
DATE: <u>Aug 4/2011</u>	
APPROVED AS TO FORM ONLY	

APPENDIX A
**LONDON AND MIDDLESEX
HOUSING CORPORATION**

ACCOUNTABILITY RULES

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ACCOUNTABILITY RULES

THESE ACCOUNTABILITY RULES ISSUED BY THE SERVICE MANAGER

Dated: June 20, 2011

FROM: THE CORPORATION OF THE CITY OF LONDON ("the City")

TO: LONDON AND MIDDLESEX HOUSING CORPORATION ("LMHC")

WHEREAS:

- A. LMHC is a social housing provider in the London / Middlesex area, owning and operating approximately 3,282 social housing units contained within 42 properties.
- B. The City has a dual role in connection with LMHC:
 - (a) **Sole Shareholder.** The City is the sole legal and beneficial shareholder of LMHC, owning 100 common shares in the capital stock of LMHC.
 - (b) **Service Manager.** The City is the designated service manager under the SHRA for the geographic area in which LMHC's Housing Portfolio is situate.
- C. Section 32 of the SHRA provides that the Service Manager shall establish accountability rules addressing the operation and activities of LMHC, including such matters as reporting requirements, budgeting and funding, the maintenance of housing projects, audits and investigations, the exchange of information and such other matters as the Service Manager considers appropriate to ensure the performance of LMHC's duties under the SHRA.
- D. The City in its capacity as Service Manager wishes to effect compliance with section 32 of the SHRA through these Accountability Rules.

THE SERVICE MANAGER HEREBY ISSUES THE FOLLOWING ACCOUNTABILITY RULES:

1.0 INTERPRETATION

- 1.1 **Meaning of Words.** Whenever used in these Accountability Rules, unless there is something in the subject matter or context inconsistent therewith, the following words and terms shall have the following meanings:
 - (a) **"Accountability Rules"** means these accountability rules.

- (b) **“Auditor”** means the auditor of LMHC.
- (c) **“Board”** means the board of directors of LMHC.
- (d) **“LMHC”** means London and Middlesex Housing Corporation a corporation under the jurisdiction of the OBCA, having corporation number 1718200.
- (e) **“City”** means The Corporation of the City of London.
- (f) **“Council”** means the council of the City.
- (g) **“Declaration”** means the Declaration of the City as the sole legal and beneficial shareholder of LMHC dated June 20, 2011 as amended from time to time.
- (h) **“Financial Statements”** means, for any particular period, audited or unaudited consolidated or unconsolidated, comparative financial statements of LMHC consisting of not less than a balance sheet, a statement of income and retained earnings, a statement of changes in financial position, a report or opinion of the Auditor (in the case of audited financial statements) and such other statements, reports, notes and information prepared in accordance with generally accepted accounting principles (consistently applied) and as are required in accordance with any applicable law.
- (i) **“Housing Portfolio”** means all housing projects operated by LMHC.
- (j) **“Housing Project”** means all or part of the residential accommodation located in one or more buildings used in whole or in part for residential accommodation and includes vacant land, if any owned by LMHC.
- (k) **“Maintenance of Housing Projects”** means the management and maintenance of the Housing Portfolio, including all Housing Projects operated by LMHC.
- (l) **“MFIPPA”** means the Ontario *Municipal Freedom of Information and Protection of Privacy Act*, and regulations thereunder, as such statute may be amended or re-enacted from time to time.
- (m) **“OBCA”** means the Ontario *Business Corporations Act*, and regulations thereunder and any successor legislation thereto.
- (n) **“Other Programs”** means housing programs as identified by the Service Manager which are managed and/or administered by LMHC at the Service Manager's request.
- (o) **“Person”** means an individual, sole proprietorship, partnership, unincorporated association, unincorporated organization, trust body corporate and a natural person in her or his capacity as trustee, executor, administrator or other legal representative.
- (p) **“PIPEDA”** means the federal *Personal Information Protection and Electronic Documents Act*.

- (q) **“Service Manager”** means the City (in its capacity as service manager) as defined in the SHRA.
 - (r) **“Shareholder”** means the City (in its capacity as sole legal and beneficial shareholder of LMHC).
 - (s) **“SHRA”** means the Ontario *Social Housing Reform Act*, 2000 and any regulations thereunder, and any successor legislation thereto.
 - (t) **“Tenants”** means the tenants (as defined in the Ontario *Residential Tenancies Act* and regulations thereunder and any successor legislation thereto), of LMHC.
- 1.2 **Extended Meanings.** All words importing the singular number include the plural and vice-versa and words importing gender include all genders.
- 1.3 **Severability.** In the event that any rule or part thereof or any provision of these Accountability Rules shall be invalid, illegal or unenforceable, it shall not affect the validity, legality or enforceability of any other accountability rule or provision.
- 1.4 **Proper Law.** These Accountability Rules shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.

2.0 PRINCIPLES

- 2.1 **Principles.** These Accountability Rules are based on the following principles:
- (a) Ensuring stable and predictable funding for LMHC to mitigate any impacts on Tenants from program funding decisions.
 - (b) Acknowledging that the Service Manager will require timely information required to prepare budgets and fulfill its reporting obligations to the Province of Ontario and other agencies.

3.0 MANDATE

- 3.1 **LMHC Mandate.** LMHC's mandate shall be to house households with dependents (family), senior households and households without dependents (singles & childless couples) who are in need of rent-geared-to-income housing. LMHC shall not deviate from this mandate without the prior written consent of the Service Manager which consent will not be unreasonably withheld.
- 3.2 **Maintenance of Housing Projects.** LMHC shall be responsible for the maintenance of Housing Projects and shall ensure that its Housing Projects are well managed, are maintained in a satisfactory state of repair and are fit for occupancy.

4.0 SERVICE LEVEL TARGETS

- 4.1 **Service Level Targets.** LMHC shall comply with service level targets which are from time to time established by statute and/or the Service Manager.
- 4.2 **Units Excluded.** For greater clarity, service level targets established by the Service Manager shall not apply to units managed by LMHC under the provincial Rent Supplement Homelessness Program or the Canada Ontario Affordable Housing Program.
- 4.3 **Alteration of Service Level Targets.** Subsequent to consultation with LMHC, the Service Manager may from time to time alter service level targets to effect compliance with SHRA requirements. In such event, the Service Manager shall deliver notice in writing to LMHC of any service level target changes and shall provide sufficient detail to enable LMHC to adjust its budget and related matters accordingly.
- 4.4 **Report on Service Level Targets.** LMHC shall monitor its service level targets monthly and report as requested by the Service Manager in a format acceptable to the Service Manager on LMHC's performance with respect to its service level targets.
- 4.5 **Deviation Prohibited.** LMHC shall not deviate from established service level targets without prior written consent of the Service Manager.

5.0 ADDITIONAL RESPONSIBILITIES

5.1 Additional Responsibilities.

- (a) **Additional Programs.** The Service Manager may, from time to time, request that LMHC perform certain functions and assume certain responsibilities, which may include without limitation:
- (i) The operation of a waiting list system for applicants to social housing.
 - (ii) The operation of rent supplement programs.
 - (iii) The management of non-profit provider portfolios.
- (b) **Additional Functions.** In these and all other areas in which the Service Manager requests that LMHC perform functions that are not mandated functions of a non-profit provider under the SHRA, the Service Manager and LMHC shall enter into agreements that include:
- (i) The level of funding to be provided for performance of additional functions.
 - (ii) The conditions and performance expectations of the Service Manager.
 - (iii) The accountability requirements of LMHC in undertaking such additional functions.

- (c) **Consultation.** The Service Manager shall not impose on LMHC functions and obligations that are not identified in the SHRA and applicable operating agreements, or that are not outlined in these Accountability Rules without having consulted with and identified the administrative, operational and costs impacts on LMHC.

6.0 COMPLIANCE WITH LAW

- 6.1 **Compliance with Law.** LMHC shall ensure that all Articles, by-laws, resolutions, agreements and documents filed, made, confirmed, amended, entered into or signed by it do not contravene or conflict with any law including without limitation the SHRA.

7.0 PERSONNEL

- 7.1 **Employment and Related Matters.** LMHC shall abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and shall develop appropriate policies in areas recognizing its responsibilities as a public sector employer.

8.0 PROCUREMENT

- 8.1 **Tendering and Purchasing Matters.** LMHC shall establish tendering and purchasing practices that ensure that LMHC will manage all financial transactions in a transparent and open manner.

9.0 INSURANCE

- 9.1 **Risk Management Provision of Insurance Coverage.** LMHC shall maintain insurance including liability and such other coverages as may from time to time be mandated by statute and/or prescribed by the Service Manager.
- 9.2 **Provision of Insurance Coverage.** LMHC shall name the Service Manager as an insured under its comprehensive insurance policies.

10.0 BUDGETING AND FUNDING

- 10.1 **Annual Budget and Related Subsidy Request.** On or before the date(s) specified by the Service Manager, LMHC shall submit to the Service Manager in a format acceptable to the Service Manager:
 - (a) **Budget.** A proposed budget in respect of the following calendar year.
 - (b) **Subsidy Request.** A subsidy request supported by the proposed budget which subsidy request shall include the following:

- (i) Any proposed changes in staff complement, reclassifications, and merit salary increases.
- (ii) An estimate of expenditures to be incurred by LMHC in respect of the operation of the Housing Portfolio including a breakdown of such expenditures for each Housing Project, including the estimated cost of repairs, maintenance, improvements, utilities, insurance, administration and taxes.
- (iii) An estimate of the gross revenue to be derived from the Housing Portfolio including a breakdown for each Housing Project, from rentals and all other sources of revenue.
- (iv) An estimate of expenditures to be incurred by LMHC in respect to capital expenditures for each Housing Project.
- (v) Supporting reports to the capital budget setting forth by project the nature and type of capital expenditures proposed to be made in the following fiscal year.
- (vi) A five (5) year capital expenditure projection identifying the major expenditures by project, type and anticipated cost in each of the fiscal years.

10.2 Subsidy Approval. Upon review of any proposed budget and related subsidy request submitted by LMHC, the Service Manager may further develop the same and/or make recommendations with respect thereto, in which event LMHC shall cooperate to adjust the proposed budget and subsidy request accordingly. Thereafter the Service Manager may present the budget and related subsidy request to Council for approval at which time Council may approve the subsidy request or modify the subsidy request and approve such modified subsidy request.

10.3 Finalized Budget. Based upon the finalized subsidy request approved by Council, the Board shall approve a consistent finalized budget.

10.4 Subsidy Payments. The Service Manager shall deliver to LMHC the finalized approved subsidy on a monthly basis. In order to ensure that the flow of subsidy payments is consistent with budgetary requirements, LMHC is encouraged to provide the Service Manager with a statement of estimated monthly subsidy requirements. The Service Manager, in its sole discretion, may deliver to LMHC the monthly subsidy based upon such statement.

10.5 Adherence to Finalized Budget. The finalized budget shall govern LMHC's management of operations during the fiscal year for which the budget was prepared and approved and LMHC shall adhere to the finalized budget. Without limiting the generality of the foregoing LMHC shall:

- (a) **Not Exceed Budget.** In any fiscal year, LMHC shall not operate in a deficit and shall not incur, enter upon, contract, or become liable for expenditures beyond or

in excess of the net estimated revenues and expenditures set out in the finalized budget without the prior written consent of the Service Manager which consent will not be unreasonably withheld. More specifically but without limiting the generality of the foregoing LMHC shall not:

- (i) **Capital Subsidy.** Make capital expenditures in excess of the capital subsidy approved for the year, or such interim approvals as the Service Manager may determine.
 - (ii) **Operating Subsidy.** Make operating expenditures in excess of the operating subsidy approved by the Service Manager for the year, or such interim approvals as the Service Manager may determine.
 - (iii) **Other Subsidies.** Make other program expenditures in excess of the other program subsidies approved by the Service Manager for the year, or such interim approvals as the Service Manager may determine.
- (b) **LMHC Not to Under Spend.** LMHC shall in any year not spend any operating, capital or other program surplus subsidies as identified in the approved LMHC audited Financial Statements.
- (c) **LMHC Not to Re-Allocate.** LMHC shall not without the prior written consent of the Service Manager which consent will not be unreasonably withheld:
- (i) Utilize subsidies approved for operating expenditures on capital expenditures or Other Program expenditures.
 - (ii) Utilize subsidies approved for capital expenditures on operating expenditures or Other Program expenditures.
 - (iii) Utilize Other Program subsidies designated by the Service Manager as type-specific program funding for purposes other than those identified by the Service Manager.

10.6 **Budget Updates.** LMHC shall submit to the Service Manager budget updates in a format and frequency acceptable to the Service Manager.

10.7 **Audit.** The LMHC shall ensure that its Financial Statements are audited on an annual basis.

11.0 PRIVACY

11.1 **Regulations and Service Manager Policies.** Except for the provisions of the Declaration relating to *MFIPPA* and *PIPEDA*, LMHC shall, with respect to privacy, be regulated by the regulations passed pursuant to the SHRA, and such additional policies prescribed by the Service Manager from time to time and LMHC shall take all necessary steps to adopt as its own, the additional policies prescribed by the Service Manager.

12.0 RECORD KEEPING

- 12.1 Accounting and Reporting.** LMHC shall keep accurate records and accounts of all its transactions in accordance with instructions from time to time received by the Service Manager.
- 12.2 Agenda and Minutes.** LMHC shall prepare an agenda for and maintain minutes of each meeting of the Board and shall deliver on a monthly basis a copy of each to the Service Manager.

13.0 REPORTING REQUIREMENTS

- 13.1 Compliance with Service Manager Instructions.** LMHC shall submit all statements and reports required hereunder pursuant to instructions received from the Service Manager on the forms prescribed and on the dates set by the Service Manager along with such other reports as Service Manager from time to time deems appropriate within the time frames prescribed by the Service Manager.
- 13.2 Annual Report.** Within one hundred and fifty (150) days after the end of LMHC fiscal year, the Board shall prepare and approve an Annual Report and submit the report to the Service Manager. The Annual Report shall include:
- (a) Such explanations, notes and information as are required to account for any variances between the actual results from operations and the budgeted amounts set forth in the approved budget, and any material variances in the projected ability of any business activity to meet or continue to meet the financial objectives of the Shareholder.
 - (b) Information that is likely to materially affect the Shareholder's objectives.
 - (c) Information regarding any matter, occurrence or other event which is a material breach or violation of any law, including major findings of internal and other audits.
 - (d) Information on progress and accomplishments relative to the strategic business plan in place.
 - (e) Information regarding the performance of LMHC such that the Service Manager can determine that the business plan has been respected.
 - (f) Information regarding the performance of LMHC such that the Service Manager can determine that these Accountability Rules have been respected.
 - (g) Information regarding the number of evictions each year, the rationale and the cost of such evictions.
 - (h) Such additional information as the Service Manager may specify from time to time.

- 13.2 **Consistency with Other Reports.** LMHC's Annual Report shall be consistent with, but not in lieu of, other reporting that the Service Manager may require.

14.0 EXCHANGE OF INFORMATION

- 14.1 **Notice by LMHC.** Where Service Manager approval is required, LMHC shall deliver reasonable advance notice in writing of the need for such approval and shall provide such information as is reasonably necessary of the Shareholder to make an informed decision regarding the subject matter requiring approval.
- 14.2 **Governance.** All communication with respect to general governance and policy matters between LMHC and the Shareholder shall be exchanged between LMHC Chair and the Service Manager or their duly appointed designate.
- 14.3 **Operations.** All communication with respect to operational matters between LMHC and the Shareholder shall be exchanged between LMHC Chief Executive Officer and the Service Manager or their duly appointed designate.
- 14.4 **General.** Any demand, notice or communication to be given under these Accountability Rules and not otherwise addressed by these Accountability Rules shall be in writing and signed by an authorized signatory and shall be personally delivered, mailed by prepaid mail, sent by facsimile or email as follows:

To: The Corporation of the City of London
300 Dufferin Avenue
P.O. Box 5035
London, ON N6A 4L9

Facsimile: 519-661-5804

Attention: Director of Municipal Housing

To: London and Middlesex Housing Corporation
379 Dundas Street, Suite 207
London ON N6B 1V5

Facsimile: (519) 679-7000

Attention: General Manager & CEO

All demands, notices and communications shall:

- (a) if delivered personally, be deemed to have been received upon receipt;
- (b) if transmitted by facsimile or email, be deemed to have been given on the second (2nd) business day following the day they were sent; and
- (c) if mailed, be deemed to have been given on the third (3rd) business day following

the date they were mailed.

In the event of disruption of normal postal service, notice may be made by personal delivery, facsimile or email only.

They shall be communicated in writing signed by an authorized signatory of the Service Manager; and

15.0 ACCESS TO PREMISES AND AUDIT REVIEWS

- 15.1 Access to Premises and Audit Reviews.** Upon notification to LMHC, the Service Manager shall have full and free access at all times to LMHC Housing Portfolio and to the records, accounts, minutes of meetings, documents and files of LMHC for maintenance, audit review, operation enquiries or for any purpose, and make excerpts and transcripts of same.

16.0 BREACH

- 16.1 Breach.** In the event of any material breach of these Accountability Rules or of Service Manager instructions thereunder by LMHC, the Service Manager shall immediately and formally communicate with the Board and request compliance. Should the Board decline or fail to comply, the Service Manager may do one or more of the following:
- (a) Suspend or restrict the internal signing authorities of LMHC.
 - (b) Impose a Service Manager administrator on LMHC.
 - (c) Notify the Shareholder and seek direction from the Shareholder.
 - (d) Suspend all or some of the City subsidies.
 - (e) Impose any such remedy as the Service Manager deems necessary in order to return LMHC to full program and/or legislative compliance.

17.0 AMENDMENTS

- 17.1 Amendments.** These Accountability Rules may be amended solely in the discretion of the Service Manager and LMHC shall comply with such amendments on the date such amendments are declared by Council and/or the Service Manager to be in force. The Service Manager shall provide prior written notice to the Board of any such proposed amendments.



February 28, 2019

City Clerk's Office
Barb Westlake-Power, Deputy City Clerk
300 Dufferin Avenue
PO Box 5035
London, ON N6A 1V5

Re: Delegation Status at Strategic Planning and Priorities Committee Meeting

Dear Ms. Westlake-Power:

The London & Middlesex Community Housing (LMCH) would like to formally request delegation status at the Strategic Planning and Priorities Committee (SPPC) meeting scheduled for Monday, March 4, 2019 to address the City's report entitled "Response to London Middlesex Housing Corporation (LMHC) Requested Changes to the Articles of Incorporation and PriceWaterHouseCoopers Internal Audit Report".

As the Sole Shareholder of LMCH, it is important that the City of London be informed about our planning activities and the impact that the City's recommendation contained within the report will have. This will be highlighted in a 5-minute presentation along with the attached written submission and previous attachments provided to the City that were not included with the report.

We look forward to meeting with the City of London and the opportunity to discuss this important and valuable City asset – public housing. Please kindly confirm our status.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sean Quigley'.

Sean Quigley
Board Chair

Cc: LMHC Board
Dave Purdy, Manager of Housing Services
Sandra Datars Bere, Managing Director, Social Services, Housing and Dearness Home
Martin Hayward, City Manager
Cathy Saunders, City Clerk

SUBJECT: Requested Changes to the Articles of Incorporation and PricewaterhouseCoopers Internal Audit Report

DATE: February 28, 2019

FOR: Strategic Priorities and Policy Committee (SPPC) Meeting on March 4, 2019

FROM: London & Middlesex Community Housing (LMCH)

PURPOSE:

The purpose of this submission is to ensure that the SPPC has all the relevant information to provide clear direction on the requested changes to our Articles of Incorporation and participate in enabling LMCH to achieve the strategic objectives set out in our [Strategic Plan](#) presented and accepted by Council in June 2017. This includes linkages to the City's Strategic Plan, specifically in the key area of focus of *Strengthening our Community* and the strategy of providing *Caring and Compassionate Services*.

We recognize the important role of Civic Administration in providing an analysis of risk and agree that together we can mitigate those concerns through discussion and drafting of a new Shareholder Declaration.

It is our belief the flexibility proposed in the revised Articles of Incorporation will position LMCH to best address together the myriad of challenges before us. This includes our aging infrastructure, complex and diverse tenant base, increasing waitlist, lack of affordable and supportive housing, homelessness and ever-increasing demand on a social support system that is at capacity.

OUR REQUEST:

That, Council as Shareholder of LMCH, **APPROVE** the Amended Articles of Incorporation as previously submitted (Restrictive Version) through a Special Resolution of the Sole Shareholder (Attached as Appendix A) and **DIRECT** Civic Administration to work with LMCH staff to create a new Shareholder Declaration for the Annual Shareholder Meeting to be held in June 2019, that mitigates identified shareholder risk(s) and provides the appropriate accountability framework that enables LMCH's strategic plan.

BACKGROUND:

LMCH does not have any flexibility with respect to strategic and operational decisions under the terms of a Shareholder Declaration approved by the City of London on June 20th, 2011. Since that time, the City has evolved its delivery of social and affordable housing as is true across the Ontario social housing sector. This lack of flexibility restricts LMCH's ability to respond to growing and changing needs such as new and unique capital deficiencies and changing tenant demographics.

In order to enable our strategic plan, we requested in June 2018, that the City consider amending the Shareholder Declaration to acknowledge the following:

- LMCH's role in providing a broader range of housing forms to achieve mixed-income profiles and stronger communities;
- Flexibility to build improved revenue streams and a stronger balance sheet;
- New financial tools/greater financial flexibility in our relationship with our funders;
- Performance monitoring based on outcomes confirming the Board's responsibility to lead; and
- Support for our role in advocating for our tenants, taking a leadership role in the sector and supporting broader partnership development.

This position has been supported by PricewaterhouseCoopers LLP as part of the 2018 internal audit report that reviewed the operational alignment of our funding model and strategic plan. A copy of LMCH's response to the audit report can be found here <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=46708>

The City's recommendation to "continue to work with LMCH and to bring forward at a future meeting a revised Articles of Incorporation endorsed by both the Civic Administration and LMCH for Council's approval" and lack of clear shareholder director, limits our ability to plan appropriately. All of our operational plans, including an Asset Management Plan, Regeneration Plan, Community Development & Tenant Engagement Plan, Long-Term Financial Plan, and Strategic Resource Plan, need to be advanced now in order to support our 2020-2024 multiyear budget submission.

Current Shareholder Declaration

As the sole shareholder of LMCH, the City of London establishes the overall direction and accountability rules for LMCH through the Shareholder Declaration. The Declaration provides both the range of accountability and operating practice, reporting structure and restricts the powers of the Directors to manage or supervise the management of the business and affairs of the corporation. LMCH operates within the Shareholder Declaration alongside its Articles of Incorporation established under the *Business Corporations Act*.

In general, corporations are governed by a Board of Directors. Shareholders meet annually, elect directors, and approve financial statements. Otherwise, the directors are mandated by the BCA to make decisions in the best interests of the Corporation. Section 108(3) of the BCA allows a sole shareholder to issue a "Shareholder Declaration" which takes back the powers of the board and vests them in the shareholder. Along with the responsibility, the shareholder assumes the liabilities of the directors with respect to the authorities which are reallocated to the shareholder.

Absent a Shareholder Declaration (or unanimous shareholder agreement where there is more than one shareholder), the Corporation may do anything a natural person may do. The board's only limits are (1) any restrictions in the articles, (2) the by-laws (though directors may amend these), and (3) the directors' obligation to act in the best interests of the Corporation.

Time has passed since the current Shareholder Declaration was executed, a new strategic focus has been articulated for LMCH, and the City has confirmed its organization and strategy for the development and expansion of housing services, facilities, and programs. When the original document was created the declaration was constructed around a goal of restricting the powers of LMCH and managing a transitional period.

An independent legal review the Articles of Incorporation and Shareholder Declaration in early 2018, concluded that while the operation of an Safe Consumption Facility (SCF) by a public housing corporation was not contemplated at the time that these governing documents were drafted, with the approval of the City, and adherence to the appropriate statutory requirements, it would be possible to amend both the articles and shareholder's agreement to allow for the operation of an SCF or other activities, projects or proposals. Any such amendments would not be specifically for the operation of an SCF but ought to be written in a way to support an SCF and other related activities to further both LMCH's and community objectives. The revised Articles of Incorporation (Restrictive Version) were written by LMCH's legal counsel with this intention.

In the shared goal of community renewal, increased independence and flexibility is important as we seek to collaborate in new and different ways to bring services and supports to our tenants and the wider community. As well, new or regenerated social housing today can become a host for a new range of commercial or community activity. This may, in turn, lay a foundation for more resilient communities with stronger and more diverse employment opportunities. This will again involve Service Manager collaboration about where to place services most effectively to achieve shared objectives.

CONSIDERATIONS:

We respect, understand and are mindful of the Civic Administration's comments and identification of risk related to the requested changes to the Articles of Incorporation. However, it is our position, supported by a legal opinion, that the mechanism for best mitigating these risks and areas requiring more clarity, is through a new Shareholder Declaration.

In reviewing Civic Administration's report, CarslylePeterson Lawyers, LLP states the following:

"The Report does not consider the control that the City maintains over LMCH via the Shareholder Declaration. Articles of incorporation are permissive. Control of this corporation always resides in the hands of the corporation's shareholder. The City of London, as LMCH's sole shareholder, is able to restrict LMCH's operations through the Shareholder Declaration. For example, we note that the Report is concerned that LMCH could become a "developer." Clearly, this cannot occur without the consent of the sole shareholder."

A second legal review provided by Dr. Richard Leblanc concluded that *"the shareholder authority is not diminished by the diversity of funding, or by decentralized and more autonomous, arm's length and flexible governance. The governance argument centers on flexibility and upward annual or regular reporting, with shared strategic and risk parameters between LMCH and the City, within which LMCH may function. This shared governance framework can be set out like an MOU and enables LMCH to be more responsive, and still, be ultimately accountable to the shareholder. The argument is that the proposed governance enhancements enables LMCH to be more flexible and responsive to their various plans, and still be accountable to the City. This is a valid and reasonable argument and position to take."*

Furthermore, in the LFP article dated February 26, 2019, Steve Pomeroy, an expert on housing policy and a senior research fellow at Carleton University's Centre for Urban Research and Education, said LMCH "has a legitimate case." Pomeroy continued by stating, *"Public housing organizations operate in a very regulated environment, mainly because in 2000 the province downloaded a whole bunch of responsibilities and assets to local municipalities and then embedded a whole bunch of rules. They're not very flexible and they're very difficult to change. That doesn't allow for the kind of creativity or innovation that's needed to deal with housing challenges in today's environment. Many communities have brought their public housing work back inside city hall rather than using a housing corporation as an arm's length agency. But that element of independence is important to deal with housing challenges and remain nimble. They don't need to get council approval every time they want to look around the corner. If you really want to change the culture and enable organizations with a social mission to operate with more of a market discipline, you need to give them the space to do that."*

It is also important to identify the risks associated with not moving forward the requested amendments to the articles and not providing staff with clear direction to draft a new Shareholder Declaration that aligns to the strategic plan. These risks lie in four distinct areas:

1) Our Ability to Deliver on our Strategic Plan:

Our strategic objectives include metrics which have been incorporated into the City of London's Strategic Plan, so our success contributes greatly to the City's objectives of *Strengthening our Community* and the strategy of providing *Caring and Compassionate Services*. Our ability to enact these new strategies will provide new solutions for our tenants, buildings and communities, all to the effect of delivering better outcomes for our City as a whole. If the articles do not allow for activities such as development, improved tenant supports and other revenue-generating activities, we are left with the current model, which, based on the state of our buildings and the clear need to respond to the ever-increasing complexity of the needs of our tenants, is inadequate. We understand that Civic Administration acknowledges that flexibility is needed, however, we must get clear direction regarding Council's risk appetite for the creation of the structural conditions to begin moving towards innovative solutions and new models to achieve different results.

2) Our Ability to Plan Most Appropriately for the Multi-Year Budget Submission:

Quite simply, if there is not clear direction regarding our ability to pursue our strategic plan, our multi-year budget request for both operational and capital will fully be allocated to the City, as our ability to mitigate costs through innovative strategies is fully diminished. With amended articles and clear direction towards an aligned Shareholder Declaration, we can with much more specificity and confidence, pursue alternate and diverse sources of revenue to address our growing financial needs.

3) **The Ability to Respond Appropriately to the Need for Greater Support within Social Housing:**

We hear daily from our tenants about the difficulties of their lives within our buildings sites and communities. From increased work order requests to growing complaints regarding social issues, crime and challenges navigating our social housing processes, our tenants need support to have successful and satisfying tenancies. With nine out of ten of our tenants coming to us from special priority and urgent waitlists, the complexity of our tenant's lives cannot be understated, and their needs significant. Our future goals of ensuring tenants have the supports they need within housing require us to engage differently than a traditional landlord role, by not amending our articles, this gap in service and the impacts of this gap on our communities will continue to be apparent.

4) **The Ability to Adequately Address our Aging Infrastructure and Fill an Identified Housing Gap for Deep Affordability and Increased Stock:**

Our Strategic Plan clearly aspires to grow our housing portfolio to include supportive housing through affordable housing. We believe that through our regeneration, asset management, and development plans we can increase the provision of deeply affordable housing while maintaining our RGI requirements. This is long term work that needs to start in order to be available as the need continues to grow. As it stands, the current articles do not allow for us to grow in the various ways we envision. Without the ability to develop, we will not be able to grow our capacity to serve the community by being a critical part of the housing solution.

See Infographic: Creating the Framework for New Solutions Attached as Appendix B

CONCLUSION:

LMCH continues to believe that amending the Articles of Incorporation is essential to completing our 2017-2020 Strategic Plan. In order to deliver new solutions in service of our tenants, we need new opportunities which the amended articles would afford us to review and consider.

The Board has been passionate about setting a new path for LMCH to ensure that in the future we are far more than just a landlord. Having a clear direction from the Shareholder is critical given our planning activities in advance of the multi-year budget.

We understand and can appreciate the City's position in their response and have every intention of working in collaboration to address their concerns regarding risk and language. It is our belief that there is a common ground and a way that we can move forward by addressing the City's concerns through a new Shareholder Declaration.

We are looking to unify on a common objective we share with both Civic Administration and Council around the overall impact that Community Housing would have on our tenants and community at large.

Attachments: Appendix A – Special Resolution of the Sole Shareholder
Appendix B – Infographic: Creating the Framework for New Solutions

APPENDIX A

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Special Resolution of the Sole Shareholder

Recitals:

- A. The Corporation was incorporated by a certificate of incorporation dated December 14, 2000, with the name London & Middlesex Housing Corporation. The name of the Corporation was changed to London & Middlesex Community Housing Inc. via articles of amendment issued on August 20, 2018.
- B. It is considered necessary and expedient in the interests of the Corporation to amend the articles of the Corporation to better align the articles of the Corporation with the priorities identified in the Corporation's latest strategic plan.

NOW THEREFORE BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:

1. The articles of the Corporation be amended to provide that the business of the Corporation shall be as set out in Schedule "A" attached hereto.
2. Any directors or officers of the Corporation be and are hereby authorized and directed to sign all documents and do all things necessary or desirable to effect such amendment including the delivery of articles of amendment in prescribed form to the Director under the *Business Corporations Act* (Ontario).

The foregoing special resolution is hereby passed by the sole shareholder of the Corporation pursuant to the provisions of the *Business Corporations Act* (Ontario).

DATED as of the ____ day of _____, 2019.

**THE CORPORATION OF THE CITY OF
LONDON**

By: _____
Name: _____
Title: Mayor

By: _____
Name: _____
Title: City Clerk

SCHEDULE A

The business of the corporation shall be restricted to:

- i. the development, provision, operation and maintenance of housing accommodation, with or without any public/community space, recreational facilities, commercial space, or buildings appropriate thereto, whether or not in partnership with for profit, not for profit, or governmental entities, in accordance with the Act;
- ii. obtaining outside sources of financing and revenue to further the provision of housing accommodation, as permitted by the Act;
- iii. the provision of programs and supportive housing to tenants and the community in accordance with the Act, including but not limited to, providing rent-gear-to-income assistance to households of low to moderate income and facilities which assist with vulnerable populations;
- iv. any other matter that is delegated to the corporation by the service manager in accordance with the Act; and
- v. any other matter that is prescribed under the Act,

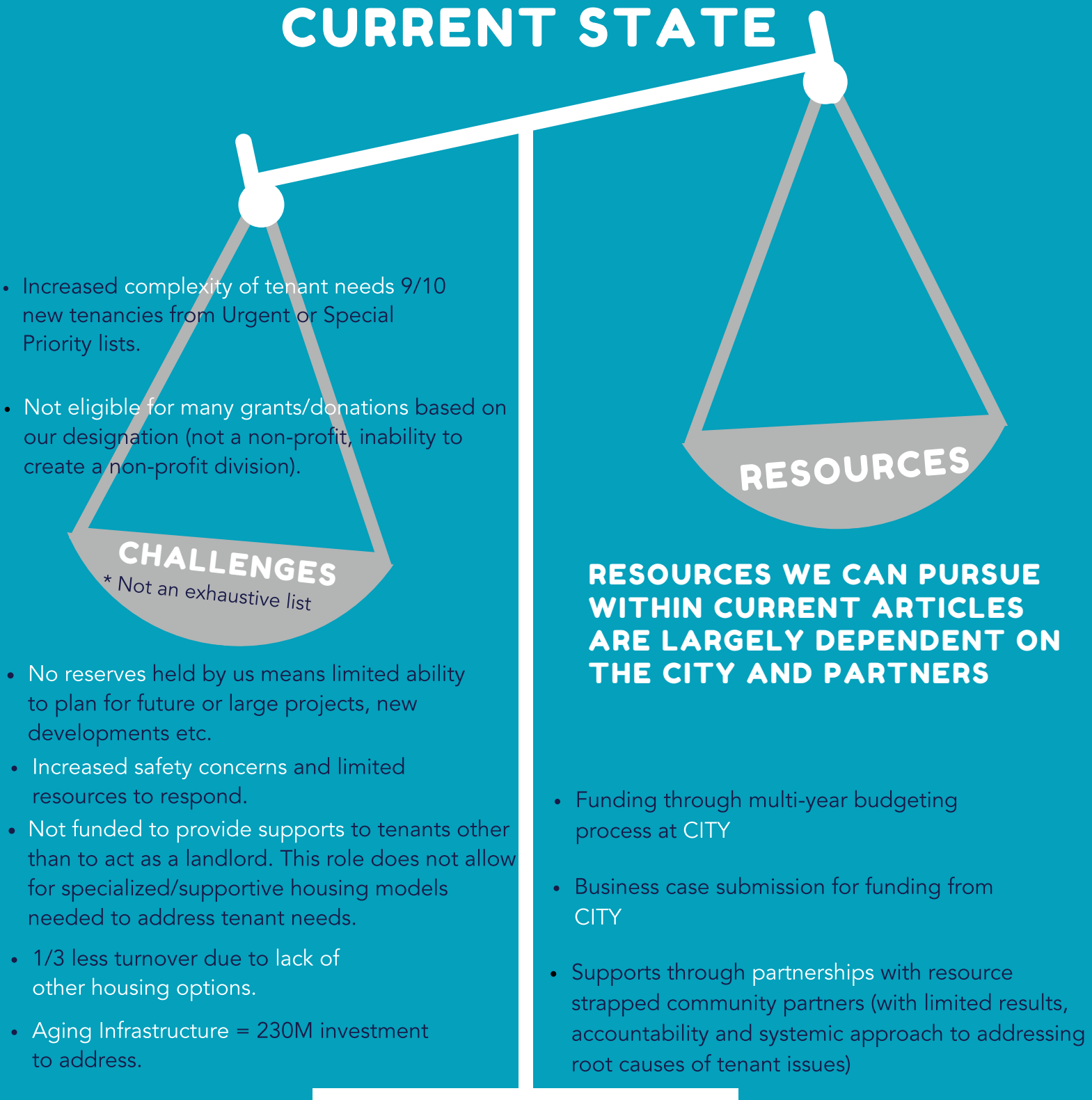
and the corporation shall exercise no powers other than those required in carrying on of such business and actions reasonably incidental thereto.

CREATING THE FRAMEWORK FOR NEW SOLUTIONS

An overview of how changing the Articles of Incorporation for London & Middlesex Community Housing is linked to solving the complex and urgent need for improved and expanded housing options in our community.



CURRENT STATE



FUTURE STATE:

- Ability to plan alternate revenue streams
- Ability to create financial plans that incorporate reserves
- Risk mitigation through amended shareholder declaration and accountability rules
- Ability to leverage current stock to improve, regenerate and develop new stock
- Ability to seek and develop new revenue streams such as mixed portfolio housing, social enterprise and other financial tools (social bonds)
- increased Supportive Housing to grow housing stability



WE CANNOT SOLVE OUR CURRENT AND FUTURE PROBLEMS WITH OLD SOLUTIONS, NEW ARTICLES MEAN NEW POSSIBILITIES FOR SOCIAL HOUSING IN OUR CITY AND COUNTY

Housing matters. People matter more.

On Monday March 4, 2019 We ask Council to create the conditions for different outcomes in social housing:

Approve the amended articles of incorporation

Provide specific direction to for Civic Administration to work with LMCH Staff to re-write the shareholder agreement in alignment with the accepted Strategic Plan of LMCH

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 4, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	COUNCIL'S STRATEGIC PLAN 2019-2023: DRAFT OUTCOMES, EXPECTED RESULTS, STRATEGIES, METRICS, TARGETS AND PRELIMINARY COST ESTIMATES

RECOMMENDATIONS

That, on the recommendation of the City Manager, the following report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019

BACKGROUND

On December 18, 2018, Council resolved that Council's Strategic Plan 2019-2023: Setting the Context be received including the proposed approach, process, timelines, and key deliverables to develop the Strategic Plan.

The purpose of this report is:

- To provide the results of the community input gathered up to February 21 in order to support Council in the debate of the vision, mission, values and potentially strategies, noting that a presentation of the complete engagement results will be made at the March 4, 2019 Strategic Priorities and Policy Committee; and,
- To provide Council with the Targets and Preliminary Cost Estimates to assist Council in the debate of the draft Outcomes, Expected Results, Strategies and Metrics for the 2019-2023 Strategic Plan.

Community Engagement

Londoners have continued to provide feedback on the preliminary Vision, Mission and Value statements that were drafted by Council at the January 14, 2019 Strategic Priorities and Policy Committee (SPPC) meeting. Appendix A provides a summary of the Vision, Mission and Value statement feedback received as of February 21, 2019.

Beginning in early February, Londoners were also invited to provide feedback on the proposed draft Outcomes, Expected Results, and Strategies to ensure that the Strategic Plan represents the priorities of our community. This included numerous pop-ups, open houses, ward meetings, as well as online engagement. Information was also circulated to approximately 50 community organizations, providing resources to support organizations to host focus groups and engage their clients in the Strategic Plan engagement process. Attached as Appendix B is a summary of the feedback received on the draft Outcomes, Expected Results, and Strategies as of February 21.

Any additional feedback received on or before February 28 will be tabled at the March 4, 2019 SPPC meeting.

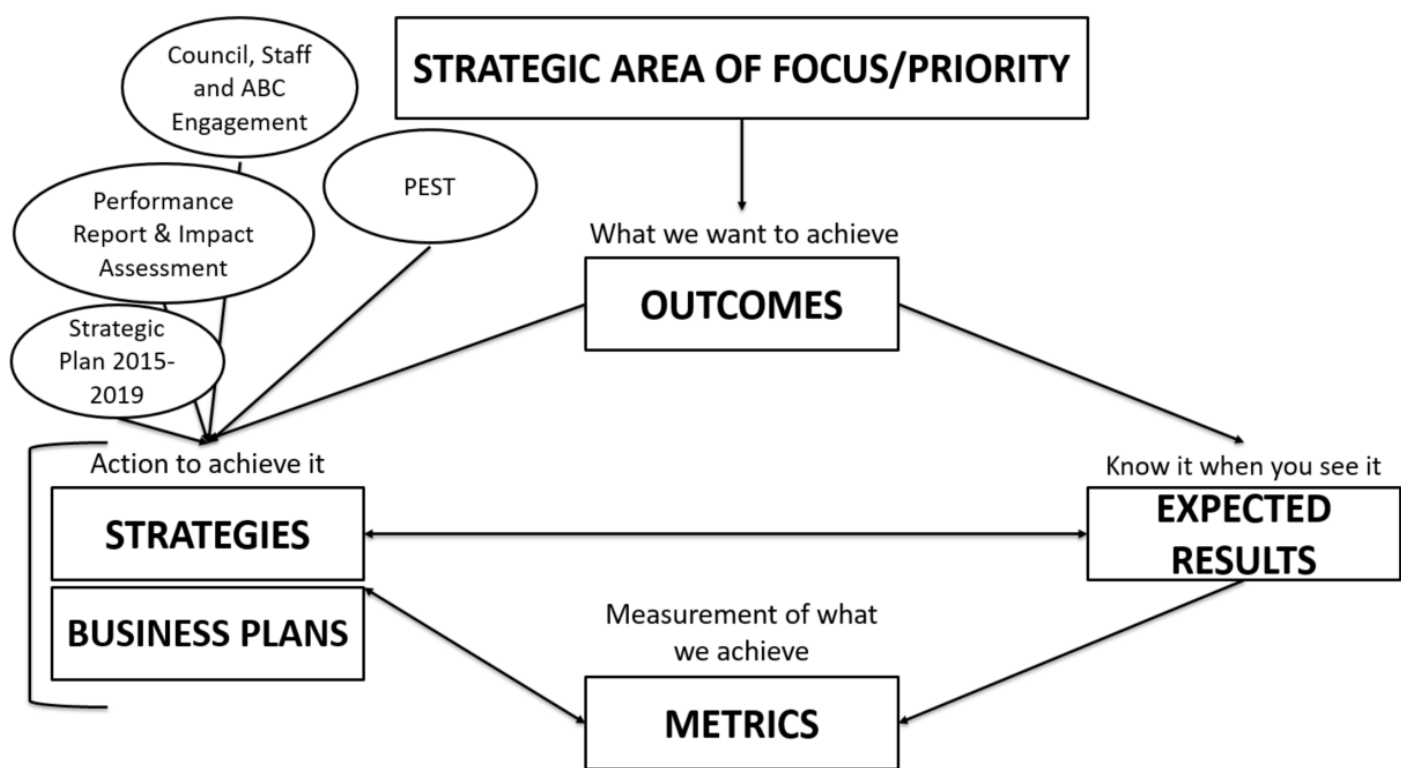
Council's 2019-2023 Strategic Plan

Process for Development

The following is a summary of the steps taken by Civic Administration, agencies, boards, and commissions to develop the proposed draft Outcomes, Expected Results, Strategies, Metrics and Targets to be considered by Council for the Strategic Plan 2019-2023:

1. As part of the last strategic planning process, a review was undertaken to help inform the next planning process. Key lessons from this review informed the process and the key components for the new Strategic Plan. These included:
- **Build on** the current plan, don't start from scratch;
 - Consider how to **measure** the plan in the beginning of the process. Be **clear** about the outcomes and expected results;
 - Be **focused** and **comprehensive** with strategies at a higher level;
 - Build on the **broad engagement** of the current plan, including staff engagement; and,
 - Continue to have an **easy to read** document.
2. Given these lessons, Civic Administration developed the following framework to guide the development of strategies for the 2019-2023 Strategic Plan:
- a. Use the same four strategic areas of focus from the 2015-2019 Strategic Plan: Strengthening our Community; Building a Sustainable City; Growing our Economy; and, Leading in Public Service;
Establish outcomes and expected results to be achieved for each strategic area of focus;
 - b. Develop strategies that will achieve the outcomes and expected results. Carry forward strategies that were not completed within, or had a longer time horizon than the 2015-2019 Strategic Plan;
 - c. Identify metrics that measure achievement of the strategies, expected results, and ultimately the outcomes; and,
 - d. Draft outcomes, expected results, and strategies will be informed by the following inputs:
 - i. The 2015-2019 Strategic Plan Impact Assessment (provided in the Dec 2018 SPPC report);
 - ii. The PEST, a 2018 City of London Political, Economic, Social, Technological (PEST) Analysis identifying external factors that are affecting London (provided in the Dec 2018 SPPC report);
 - iii. Themes of feedback Councillors heard from Londoners during the election campaign (provided in the Dec 2018 SPPC report);
 - iv. Engagement with staff - Civic Administration from all Service Areas undertook an engagement process with City staff in an effort to assist in informing strategies and metrics for each Service Area; and,
 - v. Engagement with, and input from the agencies, boards, and commissions (ABCs).

Figure 1 provides a visual representation of the above-noted approach.



Framework for the 2019-2023 Strategic Plan (Figure 1)

Draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates

As is outlined above, the four Strategic Areas of Focus from the 2015-2019 Strategic Plan (Strengthening our Community; Building a Sustainable City; Growing our Economy; and Leading in Public Service) have been used as a framework to develop the draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates for Council’s 2019-2023 Strategic Plan.

To support Council’s development of the 2019-2023 Strategic Plan, this information has been broken into several components.

1. Draft Outcomes and Expected Results

In order to support the development of Strategies, Civic Administration developed draft Outcomes (identify the intended change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the strategic plan) and Expected Results (identify the required change to achieve the associated outcome) that are measurable. These draft Outcomes and Expected Results reflect both the sub Strategic Areas of Focus from the 2015-2019 Strategic Plan, information from the PEST, themes from Londoners, and staff and ABC engagement. This information was previously tabled at the January 25, 2019 SPPC and is attached as Appendix C.

2. Draft Strategies and Metrics aligned with Outcomes and Expected Results

Following the development of the draft Outcomes and Expected Results, draft Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome), and draft Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process or behaviour) were developed to achieve the proposed draft Outcomes and Expected Results.

The draft Strategies and Metrics aligned with Outcomes and Expected Results are attached as Appendix D. This information was previously tabled at the January 25, 2019 SPPC. Since that time Civic Administration, agencies, boards and commissions have continued to refine the metrics and any proposed amendments have been identified.

3. Draft Strategies, Metrics, Targets and Preliminary Cost Estimates for Strategies that require new investment (NEW)

In addition to the draft Strategies and Metrics that have been developed, proposed Targets for the 2019-2023 time period have been identified. Targets (annual unit of measure of performance, process, or behaviour) are a key component in monitoring and measuring Strategies as well as identifying the pace of implementation.

Civic Administration, agencies, boards and commissions have tabled Preliminary Cost Estimates for Strategies that will require new investment. The funding (operating and/or capital) identified provides an order of magnitude only as a tool that Council may use to inform decision-making when considering draft Strategies. The pacing and financing of strategies will be finalized through the Multi-Year Budget process. The draft Strategies, Metrics, Targets and Preliminary Cost Estimates are attached as Appendix E.

It should be noted that not all Strategies have associated Targets and Preliminary Cost Estimates available at this time. Agencies, boards and commissions are in the process of developing their individual Strategic/Community Plans and as such, Targets and Preliminary Cost Estimates are under development and will be available through the Multi-Year Budget process.

NEXT STEPS

Below are the timelines and key deliverables to be accomplished over the next four months to support Council’s development of the Strategic Plan 2019-2023 by April 30, 2019. This allows more time for debate and community engagement. It also completes the development of the Strategic Plan in time to provide direction for the Multi-Year Budget process.

March 4, 2019: Tabling the Community Engagement Results and Setting Vision, Mission, Values

- o Council receives the results from the community engagement process
- o Council debates the vision, mission, values, and possibly the strategies

March 25, 2019: Setting the Strategies

- o Council debates the strategies, outcomes, and expected results (and vision, mission, and values if needed)

April 8, 2019: Finalizing the Strategic Plan

- o Council debates any final changes to the Strategic Plan

April 23, 2019 (Special SPPC Meeting prior to Council): Receiving and Approving the Strategic Plan

- o Council receives and approves the Strategic Plan

April 23, 2019 Council Meeting: Approving the Strategic Plan

- o Council approves the Strategic Plan 2019-2023

May 2019: Development of the 2020-2023 Multi-Year Budget

- o Development of the 2020-2023 Multi-Year Budget begins

CONCLUSION

The Strategic Plan identifies Council's vision, mission, values and strategic areas of focus for 2019-2023. It also identifies the specific outcomes and strategies that Council and Civic Administration will deliver on together over the next four years. The Strategic Plan sets the direction for the future, and guides the City's Multi-Year Budget. It is through the Multi-Year Budget process that Council's Strategic Plan will be put into action, adding further detail to each strategy about accountability, pacing and resourcing.

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

- c. Senior Management Team
Strategic Thinkers Table

Community Feedback on Vision, Mission, and Values

This Appendix contains feedback gathered from the community about the preliminary Vision, Mission, and Values statements that were developed by Council. Feedback was gathered online through www.getinvolved.london.ca, at community meetings, and through written surveys from December 19th, 2018 to February 21st, 2019. This summary on the preliminary Vision, Mission, and Values includes the initial feedback that was presented at the January 14, 2019 SPPC meeting.

A thematic analysis of all feedback gathered to date was conducted. Each section outlined below is listed in descending order, beginning with the words and phrases that were most commonly mentioned.

Vision

Most Important

- Community
- Livable
- Connection
- Prosperous
- Diverse
- Welcoming
- Valued
- Resilience
- Neighbours
- Innovation
- Culture
- Commerce
- Leader
- World

Suggested Additions

- Livable
- Sustainability
- Innovative
- Diversity
- Community
- Environment
- Compassion
- Neighbourhoods

If you were to write a Vision statement for the City of London, what would it say?

1. London aspires to model a socially, environmentally, and economically sustainable community - where quality of life is enhanced for all.
2. Recognizing climate change & citizens' needs, London aspires to lead in adopting green tech to achieve a livable city for all to thrive.
3. Welcoming neighbourhoods leading in innovation, enterprise, compassion and community connected to the world.
4. A City that people enjoy living in.
5. Leader in fostering an innovative, prosperous, & liveable city connected to SW Ontario & to the World, through Health, Environment & Culture
6. Environmental sustainability through adoption of green tech. Enhancing livability for all, including fellow Londoners with greater needs.
7. A bold leader in fostering an innovative, prosperous, sustainable, resilient, and liveable city connecting our region to the world.

Mission

Most Important

- Service
- Partner
- Respect
- Inclusive
- Building a better city for all
- Inspired

Suggested Additions

- Citizens
- Community
- Respected
- Diversity
- Modern
- Inspiring
- Transparent & accountable
- Responsive
- Service
- Reasonable

If you were to write a Mission statement for the City of London, what would it say?

1. To deliver services to citizens at a reasonable price in a reasonable time.
2. London's citizens are engaged in its environmental progress and empathetic, compassionate service to and for each other so all may thrive.
3. To maintain a city which respects all kinds of people: e.g. the old and the young, liberals and conservatives, not just "change" advocates
4. Empowering citizens to contribute to dynamic, diverse communities under optimized municipal conditions
5. Building sustainability today, for the London of tomorrow.
6. To help Londoners prosper and grow in an inclusive and connected community by delivering opportunity with respect, compassion and accountability
7. An engaged and innovative public service partner that fosters change to build a better London for all
8. Delivering responsive and inclusive public services with respect, compassion and accountability.

Values

Most Important

- Compassion
- Innovation
- Diversity
- Moving forward
- Accountability
- Community

Suggested Additions

- Caring & compassionate
- Diversity & inclusion
- Stewardship
- Equity & equality
- Integrity
- Accountability

If you were to develop Values for the City of London, what would they be?

1. Good governance and excellent staff provide the best possible services to residents
2. Accountable governance, driven by community, acting with compassion, moving forward through innovation and calculated risk-taking
3. Everyone working together so all may thrive in a safe, clean, dynamic city
4. Integrity, inclusiveness, innovation
5. Be good stewards of our taxes, Real Integrity with accountability, Truthful service to all
6. People's well being

Community Feedback on Draft Outcomes, Expected Results, and Strategies

This Appendix contains feedback gathered from the community about the draft Outcomes, Expected Results, and Strategies, gathered online through www.getinvolved.london.ca, at community meetings, and through written surveys. The complete community engagement results up to and including February 28th will be presented to SPPC on March 4th.

Outcomes and Expected Results

From February 1st to February 21st, Londoners provided their feedback on the draft Outcomes and Expected Results. Londoners were asked to prioritize the Outcomes and Expected Results they felt were most important, and to provide comments if they felt anything was missing.

Using this feedback, each Outcome and Expected Result are organized by Strategic Area of Focus. For each Strategic Area of Focus, Outcomes have been listed in descending order, beginning with the Outcomes and Expected Results Londoners indicated were most important. For each Outcome, the Expected Results have also been listed in order of importance.

For the comments that were received about what might have been missing from the draft Outcomes and Expected Results, a thematic analysis was then conducted and comments were aligned to common themes. The comments are also organized by Strategic Area of Focus.

Strategies

Beginning in early February up to and including February 21st, Londoners provided their feedback on the draft Strategies. Londoners were asked to identify any and all strategies that were important to them. For ease of review, Civic Administration has provided the top 10 mentioned strategies organized by Strategic Area of Focus; this is listed in descending order, beginning with the strategy that received the most support. A thematic analysis was conducted for all comments that were received, with comments aligned to common themes.

OUTCOMES AND EXPECTED RESULTS

Strengthening our Community

Outcomes

Most Important

- Outcome 3) Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city
- Outcome 2) Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- Outcome 1) Londoners have access to the supports they need to be successful
- Outcome 4) London's neighbourhoods have a strong character and sense of place

Expected Results

Most Important

Outcome 1) Londoners have access to the supports they need to be successful

- b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless
- c) Support improved access to mental health and addictions services
- a) Increase affordable and quality housing options
- d) Decrease the number of London residents experiencing poverty
- e) Increase opportunities for individuals and families
- f) Improve the health and well-being of Londoners

Outcome 2) Londoners are engaged and have a sense of belonging in their neighbourhoods and community

- b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community
- a) Increase the number of residents who feel welcomed and included

Outcome 3) Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city

- c) Increase resident use of community gathering spaces
- d) Increase neighbourhood safety
- a) Continue to invest in culture
- b) Increase participation in recreation, sport, and leisure activities

Outcome 4) London's neighbourhoods have a strong character and sense of place

- a) Ensure that new development fits within and enhances its surrounding community
- b) Continue to conserve London's heritage properties and archaeological resources
- c) Increase the number of community gathering spaces in neighbourhoods

Anything Missing

Affordable Housing & Homelessness

- Decreased poverty through improved affordable housing opportunities, such as small and tiny homes
- Increase beds available, especially during the winter
- Housing support for women escaping abuse
- Supporting the homeless population

Poverty

- Demolish income inequality
- Support systems such as staff and counselling available
- Child care and child poverty
- Health and wellbeing programs for low-income residents
- Transitional employment opportunities for those recovering from mental health and addictions

Neighbourhoods

- Additional community gardens
- Develop opportunities for engagement and participation in neighbourhood associations
- Community connectedness for seniors
- Heritage preservation
- Safe and attractive downtown

Building a Sustainable City

Outcomes

Most Important

- Outcome 1) London's infrastructure is built, maintained, and operated to meet the long-term needs of our community
- Outcome 2) London's growth and development is well planned and sustainable over the long term
- Outcome 4) Londoners can move around the city safely and easily in a manner that meets their needs
- Outcome 3) London has a strong and healthy environment

Expected Results

Most Important

Outcome 1) London's infrastructure is built, maintained, and operated to meet the long-term needs of our community

- b) Build infrastructure to support future development and protect the environment
- a) Maintain or increase current levels of service
- c) Manage the infrastructure gap for all assets

Outcome 2) London's growth and development is well planned and sustainable over the long term

- b) Direct growth and intensification to strategic locations
- a) Improve London's resiliency to respond to potential future challenges

Outcome 3) London has a strong and healthy environment

- d) Conserve energy and increase actions to respond to climate change and severe weather
- a) Increase waste reduction, diversion and resource recovery
- c) Protect and enhance waterways, wetlands and natural areas
- b) Increase community knowledge and action to support the environment

Outcome 4) Londoners can move around the city safely and easily in a manner that meets their needs

- a) Increase access to transportation options
- d) Improve the quality of pedestrian environments to support healthy and active lifestyles
- b) Manage congestion and travel times
- c) Improve safety for all modes of transportation

Anything Missing

Infrastructure

- Close the infrastructure gap
- More green infrastructure
- Sewer replacements
- Improved road infrastructure

Transportation

- Cyclist safety and off road bike lanes
- Improved transit opportunities
- Synced traffic lights
- Building ring roads and railroad underpasses
- Accessible transit and decreased congestion
- Improved transit routes and access
- Traffic lights in newly developed areas

Environment

- Waste reduction - better recycling and green bins, plastic restrictions
- Rebuilding dams
- Reduce urban sprawl
- Lead in climate change reduction
- Tree protection
- Cleaning the Thames
- Green energy
- Reduced and diverted waste

Growing our Economy

Outcomes

Most Important

- Outcome 2) London is a leader in Ontario for attracting new jobs and investments
- Outcome 3) London creates a supportive environment where entrepreneurs, businesses and talent can thrive
- Outcome 1) London will develop a top quality workforce

Expected Results

Most Important

Outcome 1) London will develop a top quality workforce

- b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies
- a) Increase access employers have to the talent they require

Outcome 2) London is a leader in Ontario for attracting new jobs and investments

- a) Increase partnerships that promote collaboration, innovation and investment
- e) Maintain foreign investment attraction, local retention and growth and entrepreneurship support programs
- d) Increase public and private investment in amenities that attract visitors, a talented workforce, and investment
- c) Increase public and private investment in strategic locations
- b) Maintain viability in key global markets

Outcome 3) London creates a supportive environment where entrepreneurs, businesses and talent can thrive

- a) Increase access to supports for entrepreneurs, small businesses and community economic development
- c) Increase the availability of serviced land in strategic locations
- b) Increase efficiency and consistency for administrative and regulatory processes

Anything Missing

Jobs, Industry, and the Economy

- Attracting talent
 - Local retention
 - Awareness of employment opportunities
 - Support for small and local business
 - Leverage the agriculture and food processing industry
 - Green employment opportunities and innovative environmental practices
 - Brownfill and infill
 - Provincial and federal advocacy
 - Higher wages
-

Leading in Public Service

Outcomes

Most Important

- Outcome 1) The City of London is trusted, open and accountable in service of our community
- Outcome 3) The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service
- Outcome 2) Londoners experience exceptional and valued customer service

Expected Results

Most Important

Outcome 1) The City of London is trusted, open and accountable in service of our community

- a) Increase opportunities for residents to be informed and participate in local government
- b) Improve public accountability and transparency in decision making
- c) Build relationships with Indigenous peoples that are respectful, transparent, responsive and accountable

Outcome 2) Londoners experience exceptional and valued customer service

- a) Increase community and resident satisfaction of their service experience with the City
- c) Increase efficiency and effectiveness of service delivery
- d) Reduce barriers to access city services and information
- b) Increase responsiveness to our customers
- e) Increase the use of technology to improve service delivery

Outcome 3) The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service

- d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term
- b) Attract and retain a talented workforce
- a) Increase the diversity of the city's workforce
- c) Maintain a safe and healthy workplace
- e) Enhance the ability to respond to new and emerging technologies and best practices

Anything Missing

Partnerships & Accountability

- Build relationships with indigenous peoples
- Services provided in different languages for newcomers
- Partnerships that will build more multi-sport facilities
- Care for the natural environment
- Research and implement municipal best practices

STRATEGIES

Strengthening our Community

Most Important

- **SOC-06** Implement coordinated access to mental health and addictions services and supports.
- **SOC-08** Strengthen and support the mental health and addictions system.
- **SOC-15** Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.
- **SOC-05** Create more purpose-built, sustainable, affordable housing stock in London.
- **SOC-03** Strengthen the support for individuals and families in need of affordable housing.
- **SOC-02** Increase supportive and specialized housing options for households experiencing chronic homelessness.
- **SOC-29** Remove barriers to access recreation, sport, leisure, and leadership programs and services.
- **SOC-37** Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.
- **SOC-21** Support neighbourhood festivals, cultural events, and activities across the city.
- **SOC-04** Utilize innovative regulations and investment to facilitate affordable housing development.

Anything Missing

Mental Health and Addictions

- More focus on prevention of homelessness instead of just responding to homelessness
- Importance of adequately funding mental health and addictions services
- Transitional jobs for individuals recovering from mental health and addictions

Neighbourhood Services & Engagement

- Equitable service provision across neighbourhoods
- Planting more trees
- Increase neighbourhood park and recreation amenities

Diversity & Inclusion

- More emphasis on anti-racism and inclusion strategies
- Particular attention to inclusion of Indigenous residents

Arts & Culture

- Important role of the arts in our community

Building a Sustainable City

Most Important

- **BSC-13** Revitalize London's downtown and urban areas.
- **BSC-12** Prepare detailed plans for strategic locations.
- **BSC-26** Build more infrastructure for walking and bicycling.
- **BSC-34** Continue to improve the traffic signal system for the benefit of all road users.
- **BSC-15** Work with residents and organizations to implement the 60% Waste Diversion Action Plan.
- **BSC-06** Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.
- **BSC-37** Plant more trees to increase the city's tree canopy cover.
- **BSC-03** Regenerate and revitalize LMHC/Community Housing sites.
- **BSC-19** Improve water quality in the Thames River.
- **BSC-35** Implement the strategic program of road improvements identified in the Smart

Anything Missing

Transportation

- Improve synchronization of traffic lights
- Traffic calming, reduce speeding through schools
- Prioritize pedestrians and cyclists
- Importance of investing in our transportation system
- Consider creative amenities for pedestrians
- Explore creative solutions such as Micro Transit

Infrastructure

- More focus on infrastructure improvement
- Building and maintaining roads

Community Involvement

- Citizen involvement in planning and implementation of projects

Environment

- Green public services such as green bins
- Taking responsibility for climate change and reducing greenhouse gas emissions

Growing our Economy

Most Important

- **GOE-01** Increase employers' access to resources to help achieve best practices in talent recruitment and retention.
- **GOE-04** Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.
- **GOE-05** Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.
- **GOE-03** Increase the number of local internship opportunities for post-secondary students.
- **GOE-09** Plan for High Speed Rail.
- **GOE-20** Ensure job growth through attraction of new capital from a diverse range of markets and industries.
- **GOE-07** Implement the Smart City Strategy.
- **GOE-06** Expand opportunities and activities through the London Waste to Resources Innovation Centre.
- **GOE-02** Increase Ontario Works client participation within employment activities.
- **GOE-08** Seek out and develop new partnerships and opportunities for collaboration.

Anything Missing

Jobs, Industry, and the Economy

- Transit to industrial jobs
- Youth, including secondary students exposed to economic activity
- International recruitment at post-secondary schools
- Support incubators for entrepreneurs
- Support local business

Leading in Public Service

Most Important

- **LPS-01** Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.
- **LPS-03** Increase access to information to support community decision making.
- **LPS-07** Streamline customer intake and follow-up across the corporation.
- **LPS-04** This strategy must be developed in partnership with Indigenous peoples, including local First Nations.
- **LPS-05** Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.
- **LPS-10** Promote and strengthen continuous improvement practices.
- **LPS-06** Research and respond to emerging planning trends and issues.

- **LPS-11** Demonstrate leadership and accountability in the management and provision of quality programs, and services.
- **LPS-08** Implement customer service standards.
- **LPS-12** Accommodate long-term space needs for the City of London and optimize service delivery locations.

Anything Missing

Community Involvement

- Civic engagement opportunities for youth

Outcomes	Expected Results
Londoners have access to the supports they need to be successful	Increase affordable and quality housing options
	Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless
	Support improved access to mental health and addictions services
	Decrease the number of London residents experiencing poverty
	Increase opportunities for individuals and families
	Improve the health and well-being of Londoners
Londoners are engaged and have a sense of belonging in their neighbourhoods and community	Increase the number of residents who feel welcomed and included
	Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community
Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city	
	Continue to invest in culture
	Increase participation in recreation, sport, and leisure activities
	Increase resident use of community gathering spaces
	Increase neighbourhood safety
London’s neighbourhoods have a strong character and sense of place	
	Ensure that new development fits within and enhances its surrounding community
	Continue to conserve London’s heritage properties and archaeological resources
	Increase the number of community gathering spaces in neighbourhoods

Building A Sustainable City

Outcomes	Expected Results
London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community	Maintain or increase current levels service
	Build infrastructure to support future development and protect the environment
	Manage the infrastructure gap for all assets
London’s growth and development is well planned and sustainable over the long term	
	Improve London’s resiliency to respond to potential future challenges
	Direct growth and intensification to strategic locations
London has a strong and healthy environment	
	Increase waste reduction, diversion, and resource recovery
	Increase community knowledge and action to support the environment
	Protect and enhance waterways, wetlands, and natural areas
	Conserve energy and increase actions to respond to climate change and severe weather
Londoners can move around the city safely and easily in a manner that meets their needs	
	Increase access to transportation options
	Manage congestion and travel times
	Improve safety for all modes of transportation
	Improve the quality of pedestrian environments to support healthy and active lifestyles

Growing Our Economy

Outcomes	Expected Results
London will develop a top quality workforce	Increase access employers have to the talent they require
	Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies
London is a leader in Ontario for attracting new jobs and investments	Increase partnerships that promote collaboration, innovation, and investment
	Maintain viability in key global markets
	Increase public and private investment in strategic locations
	Increase public and private investment in amenities that attract visitors, a talented workforce, and investment
London creates a supportive environment where entrepreneurs, businesses, and talent can thrive	Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs
	Increase access to supports for entrepreneurs, small businesses, and community economic development
	Increase efficiency and consistency for administrative and regulatory processes
	Increase the availability of serviced land in strategic locations

Leading In Public Service

Outcomes	Expected Results
The City of London is trusted, open, and accountable in service of our community	Increase opportunities for residents to be informed and participate in local government
	Improve public accountability and transparency in decision making
	Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable
Londoners experience exceptional and valued customer service	Increase community and resident satisfaction of their service experience with the City
	Increase responsiveness to our customers
	Increase efficiency and effectiveness of service delivery
	Reduce barriers to access city services and information
	Increase the use of technology to improve service delivery
The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service	Increase the diversity of the city's workforce
	Attract and retain a talented workforce
	Maintain a safe and healthy workplace
	Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term
	Enhance the ability to respond to new and emerging technologies and best practices

Draft Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY (SOC)		
Outcome 1: Londoners have access to the supports they need to be successful		
Expected Result	Strategy	Metric
a) Increase affordable and quality housing options	SOC-01 Establish and revitalize community housing through a Regeneration Plan.	# of lives impacted through social housing regeneration
		# of new revenue sources through the Regeneration Strategy
		# of additional units
		% of secondary priority sites developed
	SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	# of chronic homeless living in supportive housing supported through Housing First
		# of individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances
		# of supportive housing units for individuals and families experiencing chronic homelessness
	SOC-03 Strengthen the support for individuals and families in need of affordable housing.	# of individuals and families supported through new supplement programs
		% of Homeless Prevention and Housing Plan Recommendations implemented
		% of Identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives Completed
		% of LMHC Service Standards Met
		% of LMHC Tenants Satisfied with their Homes
	SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.	# of housing units inspected for safety and environmental health
		% of Affordable Housing Community Improvement Plan completed
		% of Affordable Housing Development Strategy completed
		% of Inclusionary Zoning Bylaw completed
		% of available school sites analyzed for affordable housing development opportunities
		# of Housing Development Corporation (HDC) recommended/negotiated bonus units at or below Average Market Rent

STRENGTHENING OUR COMMUNITY		
Outcome 1: Londoners have access to the supports they need to be successful (continued)		
Expected Result	Strategy	Metric
b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	SOC-05 Create more purpose-built, sustainable, affordable housing stock in London.	# increase of available, purpose-created new affordable rental stock
		# of secondary/single-unit, based stock
	SOC-06 Implement coordinated access to mental health and addictions services and supports.	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months)
		# of individuals and families that become chronically homeless
		# of programs participating in coordinated access practice
	SOC-07 Improve emergency shelter diversion and rapid re-housing practices.	# of unique chronic residents in shelter
		% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed
c) Support improved access to mental health and addictions services	SOC-08 Strengthen and support the mental health and addictions system.	% of Community Mental Health and Addictions Strategy recommendations implemented
		% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS)
		# of formalized partnerships with mental health and addiction services through-in the Coordinated Informed Response
		% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response
		# of mental health services available in library locations with mental health services available
		# of clients served through consumption and treatment services
		# of clients accessing consumption and treatment services that are referred to treatment supports
d) Decrease the number of London residents experiencing poverty	SOC-09 Continue to support and develop collaborative approaches to end poverty.	# of poverty reduction initiatives implemented annually
		\$ invested to support poverty reduction initiatives

STRENGTHENING OUR COMMUNITY

Outcome 1: Londoners have access to the supports they need to be successful (continued)

Expected Result	Strategy	Metric
e) Increase opportunities for individuals and families	SOC-10 Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police)
		% of respondents satisfied with the quality of police services in helping victims of crime
	SOC-11 Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in accessible and relevant collections in circulation to meet demand for collections
		% of Indigenous people served
	SOC-12 Improve access to licensed child care and early years opportunities.	# of additional licensed child care spaces created
		# of children in receipt of child care fee subsidy monthly, each year
		# of EarlyON visits made by children
	SOC-13 Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	# of community organizations support collective community agendas
		# of community-based plans implemented
		# of community-supported initiatives implemented annually
		\$ invested to support collective community agendas
		% of seniors population of older adults served at library locations
	SOC-14 Increase programming and activities for residents and families at Dearness Home.	# of youth served at library locations
		\$ invested in auditorium expansion
f) Improve the health and well-being of Londoners	SOC-15 Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	# of programs and events offered
		% of population using paths/trails
		# of user trips on the Thames Valley Parkway (TVP)
	SOC-16 Create programs and exhibitions to foster health and well-being.	# of kilometres of pathways (including TVP multi-use pathways and Secondary multi-use paths)
		# of kilometres of trails (dirt, woodchip, and gravel)
		% of program participants reporting increased levels of physical activity
		% of program participants reporting increased self-esteem
		# of classes, exhibits, and other programs offered at Museum London

STRENGTHENING OUR COMMUNITY			
Outcome 1: Londoners have access to the supports they need to be successful (continued)			
Expected Result	Strategy		Metric
f) Improve the health and well-being of Londoners (continued)	SOC-17 Deliver health protection and promotion programs guided by population health surveillance.		# of personal service settings inspected by public health inspectors
			% of school age children immunized against vaccine preventable diseases
			# of food-serving establishments inspected by public health inspectors
			% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act
			# of pregnant women/young families supported through public health home visiting programs and group programs
Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community			
Expected Result	Strategy		Metric
a) Increase the number of residents who feel welcomed and included	SOC-18 Create inclusive engagement opportunities for Londoners.		# of people engaged in the Community Diversity and Inclusion Strategy (CDIS)
			% of CDIS strategies implemented initiated
			# of individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events.
			% annual newcomer retention rate
	SOC-19 Strengthen understanding of and ability to engage in practices that promote cultural safety.		% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety
		# of City of London participants in the Intercultural Competency program	
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	SOC-20 Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.		# of residents that voted in Neighbourhood Decision Making
			# of residents who submitted ideas through Neighbourhood Decision Making
			% of London neighbourhoods supported through community development
			% of neighbourhoods that participate in Neighbourhood Decision Making
			# of active neighbourhood associations
			# of Planning education and engagement events held in neighbourhoods
			# of unique venues where Planning events have been held
	# of Subdivision Ambassador outreach events		

STRENGTHENING OUR COMMUNITY		
Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued)		
Expected Result	Strategy	Metric
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community (continued)	SOC-21 Support neighbourhood festivals, cultural events, and activities across the city.	# of neighbourhood activities supported annually
		# of neighbourhood events supported
		# of new neighbourhood tools
		\$ invested to support community organizations
		% increase in neighbourhoods supported
		# of permitted events
		# of special events requests
		# of festivals and events held annually by Covent Garden Market
		# of events hosted at Western Fair
		# of tasks implemented from the Music, Entertainment, and Culture Districts Strategy
	SOC-22 Expand Social Services client feedback and participation in service delivery design in their community.	# of service delivery design surveys with Ontario Works clients conducted
		# of client engagement sessions conducted
	SOC-23 Implement programs and services that respond to neighbourhood recreation needs.	# of neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach
	SOC-24 Promote and invest in urban agriculture initiatives.	# of community gathering spaces that include an urban agriculture component new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff
Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city		
Expected Result	Strategy	Metric
a) Continue to invest in culture	SOC-25 Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	# of Museum visitors
		# of classes, exhibits, and other programs offered at the Museum
		# of experiential tourism opportunities available to Museum visitors
		# of visitor surveys/focus groups
	SOC-26 Engage Londoners in culture to increase community vibrancy and awareness.	# of Cultural Heritage Interpretive opportunities
		# of arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP)
		# of heritage organizations and historians funded through the Community Heritage Investment Program (CHIP)

STRENGTHENING OUR COMMUNITY		
Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)		
Expected Result	Strategy	Metric
a) Continue to invest in culture (continued)	SOC-27 Invest in Dundas Place.	# of events hosted by the City and Dundas Street Partners (London Public Library, Museum London, Covent Garden Market , Downtown London BIA, etc)
		# of events requested
		\$ of operating dollars spent to support Dundas Place # of new targeted businesses opened on Dundas Place
	SOC-28 Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	# of artifacts professionally conserved
		# of key security risks mitigated year over year
		% of permanent display artifacts digitized
		# of public programs/special events hosted
		# of new, returning, and online visitors
		% increase in outreach programs year over year
		# of corporate and community partners
		# of staff hours conducting audience research
		% increase in volunteer participation year over year
b) Increase participation in recreation, sport, and leisure activities	SOC-29 Remove barriers to access recreation, sport, leisure, and leadership programs and services.	# of individuals receiving Play Your Way financial assistance
		# of opportunities for free drop-in recreation programs
		% of subsidized community garden plots
		% of accessible community garden plots
		# of new play structures with rubber enhanced safety surfaces
		# of multilingual tours offered at Museum London
	SOC-30 Increase the number of recreation, sport, and leisure opportunities.	# of visits to city operated community centres
		# of city owned recreation facilities and major park amenities
		# of registered participants in recreation programs
		# of seniors satellite locations
		% increase in the number of community garden plots
		# of sport organizations engaged
		# of training opportunities for the sport community
		# of volunteers involved in sport
		# of registered participants

STRENGTHENING OUR COMMUNITY		
Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)		
Expected Result	Strategy	Metric
b) Increase participation in recreation, sport, and leisure activities (continued)	SOC-31 Work with community partners to create a leading sustainable sport development model.	# of hours accessed through third party agreements
		% of hours of gym space dedicated to sport
		# of formal agreements with local sport associations
c) Increase resident use of community gathering spaces	SOC-32 Invest in community building projects.	# of new seating areas introduced to existing parks
		# of small-scale projects and activations implemented in core neighbourhoods.
		# of tree trunks in Hamilton Road Tree Trunk Tour
		% of available school sites analyzed for parkland opportunities
		# of community gardens
		# of neighbourhood community facilities
	SOC-44 (NEW) Provide public Wi-Fi in recreation facilities, particularly in areas with existing appropriate network connectivity.	% of targeted Wi-Fi implementations completed
d) Increase neighbourhood safety	SOC-33 Develop and implement a Community Safety and Well-being Plan.	Metrics TBD through the development of the Plan
	SOC-34 Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	# of enhanced awareness and education programs
		# of participants in programs
	SOC-35 Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	# of inspections and inspection activities completed
		# of public education activities completed
		# of targeted populations reached through public education activities
		Fire Education Staff per 1,000 population
		Fire Prevention Staff per 1,000 population
	SOC-36 Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Collision-related fatality rate
		Collision-related injury rate

STRENGTHENING OUR COMMUNITY		
Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)		
Expected Result	Strategy	Metric
d) Increase neighbourhood safety (continued)	SOC-37 Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Crime Severity Index (London Police)
		Violent crime severity index (London Police)
	SOC-38 Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	Victimization Rate by population and crime type (London Police)
		Revictimization Rate by population and crime type (London Police)
	SOC-39 Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	Percentile City-wide response time for first Engine to arrive on scene within the Urban Growth Boundary
		Percentile City-wide response time to assemble 15 Firefighters on scene within the Urban Growth Boundary
	SOC-40 Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans
		# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design
Outcome 4: London’s neighbourhoods have a strong character and sense of place		
Expected Result	Strategy	Metric
a) Ensure that new development fits within and enhances its surrounding community	SOC-41 Prepare and implement urban design guidelines.	# of development applications with urban design review
		# of design guidelines prepared for specific topics or areas
b) Continue to conserve London’s heritage properties and archaeological resources	SOC-42 Conserve London's heritage through regulation and investment.	% of heritage conservation district strategy (Heritage Places) completed
		% of the municipally-owned Heritage Buildings Conservation Master Plan updated and recommendations implemented
		# of Heritage Alteration Permits processed
		# of heritage conservation districts
		# of heritage properties listed on the municipal registry
		# of heritage properties protected through designation
		# of archaeological assessments studies completed

STRENGTHENING OUR COMMUNITY		
Outcome 4: London’s neighbourhoods have a strong character and sense of place (continued)		
Expected Result	Strategy	Metric
c) Increase the number of community gathering spaces in neighbourhoods	SOC-43 Invest in community building projects.	% of available surplus school sites analyzed for parkland opportunities
		# of community gardens
		# of neighbourhood and district level community centres

BUILDING A SUSTAINABLE CITY (BSC)		
Outcome 1: London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community		
Expected Result	Strategy	Metric
a) Maintain or increase current levels of service	BSC-01 Continue to develop the City's Public Art/Monument program.	# of existing public art and monument maintained and restored
		# of public art and monuments created to reflect London's identity
	BSC-02 Develop and document current levels of service and identify proposed level of services.	# of asset types with developed/documented current levels of service
		# of asset types with identified proposed levels of service
	BSC-03 Regenerate and revitalize LMHC/Community Housing sites.	% of master plan completed # of LMHC Units Renovated / Retrofitted
		Specific Metrics TBD (as part of development of the master plan)
b) Build infrastructure to support future development and protect the environment	BSC-04 Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	% completion of the Environmental Assessment
		# of Environmental Assessment approval received
		% completion of Waste Disposal Strategy
		# of Environmental Compliance Approvals received
	BSC-05 Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	% completion of Adaptation Strategy for built infrastructure
		% completion of actions assigned to the City between 2020 and 2023
		% completion of actions assigned to Conservation Authorities between 2020 and 2023

BUILDING A SUSTAINABLE CITY		
Outcome 1: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community (continued)		
Expected Result	Strategy	Metric
c) Build infrastructure to support future development and protect the environment (continued)	BSC-06 Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	# of new neighborhood district community centres
		# of new neighbourhood community centres
		# of new parks developed
		# of new conservation areas
	BSC-07 Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	# of stakeholders participating in the Growth Management Implementation Strategy Update
d) Manage the infrastructure gap for all assets	BSC-08 Prioritize investment in assets to implement the Asset Management Plan.	Ratio of Budget to Replacement Value of Asset by functional area, including: - Water - Wastewater – Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land
		Ratio of Budget to Corporate Asset Management Plan targeted infrastructure investment by functional area, including: - Water - Wastewater – Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land
		% of library locations completed (water, sewer, and utility)
		% completion of library building components
		# of branch libraries revitalized per 10 year cycle
		# of branch libraries with way finding and signage strategy completed

BUILDING A SUSTAINABLE CITY			
Outcome 1: London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community (continued)			
Expected Result	Strategy	Metric	
d) Manage the infrastructure gap for all assets (continued)	BSC-08 Prioritize investment in assets to implement the Asset Management Plan. (continued)	# of library locations per city growth	
		# of library locations with accessibility upgrades (automatic door openers bathrooms, meeting rooms, etc.)	
		\$ invested to improve Museum London infrastructure HVAC, security, and sanitation systems	
		\$ co-invested in master site plan at the Western Fair District	
		\$ invested in conservation areas	
	BSC-09 Monitor the infrastructure gap to inform the management of City assets.	# of Corporate Asset Management Plan updates published	
		\$ of infrastructure gap by functional area, including:	
		• Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land	
Outcome 2: London’s growth and development is well planned and sustainable over the long term			
Expected Result	Strategy	Metric	
a) Improve London’s resiliency to respond to potential future challenges	BSC-10 Advance sustainability and resiliency strategies.	% of green city strategy completed	
		% of resiliency strategy completed	
		# of low impact development (LID) projects completed	

BUILDING A SUSTAINABLE CITY		
Outcome 2: London's growth and development is well planned and sustainable over the long term (continued)		
Expected Result	Strategy	Metric
b) Direct growth and intensification to strategic locations	BSC-11 Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	% of new zoning tool evaluation completed (Phase 1)
		% of new zoning tool completed (Phase 2)
		# of London Plan policies in force
		% of agricultural land preserved developed since 2006
		% of Urban Growth Boundary review completed
		% growth that is intensification (within Built Area Boundary)
		% intensification within Primary Transit Area
		% growth within Urban Growth Boundary
		# of hectares of ecological resources protected 100% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained
		# of additional permit ready lots available
		# of additional market ready units available
	BSC-12 Prepare detailed plans for strategic locations.	# of secondary plans completed
	BSC-13 Revitalize London's downtown and urban areas.	# of dwelling units in Downtown Community Improvement Plan
		# of dwelling units in Old East Village Community Improvement Plan
		# of dwelling units in SoHo Community Improvement Plan
	BSC-14 Monitor city building outcomes with the London Plan.	Metrics TBD pending the development of the monitoring tool
Outcome 3: London has a strong and healthy environment		
Expected Result	Strategy	Metric
a) Increase waste reduction, diversion, and resource recovery	BSC-15 Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	# of groups or organizations actively involved in promoting waste diversion
		% reduction in per capita waste generation
		% of residential waste is diverted from landfill
		% of households participating in the Green Bin Program

BUILDING A SUSTAINABLE CITY		
Outcome 2: London has a strong and healthy environment (continued)		
Expected Result	Strategy	Metric
b) Increase community knowledge and action to support the environment	BSC-16 Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	# of businesses/institutions that have joined because of City collaboration
		# of collaborative projects with community groups undertaken
	BSC-17 Increase community environmental outreach for the built environment through CityGreen.	# of CityGreen activities or events hosted
		# of participants in environmental education programs at provided by Conservation Authorities
c) Protect and enhance waterways, wetlands, and natural areas	BSC-18 Implement strategies, policies, and programs to conserve natural areas and features.	# of Conservation master plans/ecological restoration plans completed
		# of hectares of buckthorn removed since 2018
		# of hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract
		# of Hectares of invasive species other than buckthorn or phragmites removed since 2018
		# of ecological assessments reviewed
		# of Environmental Impact Studies reviewed monitoring compliance prior to subdivision assumption
		2.5 hectares of phragmites removed
		# of hectares of wetlands created by Conservation Authorities
		# of trees planted by Conservation Authorities
		# of hectares of grasslands created by Conservation Authorities
	BSC-19 Improve water quality in the Thames River	# of litres per day increase in ability to treat sewage during large rain storms
		# of Thames River water quality samples taken
		# of homeowner grants provided to reduce basement flooding and treatment plant bypasses
		# of kilometers of combined sewer replaced
		# of litres reduction in raw sewage bypasses to the Thames River during large rain storms
	BSC-20 Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	% completion of the Forks Inaugural Project
		% completion of the SoHo Back to the River Environmental Assessment
		% completion of the SoHo Inaugural Construction Project

BUILDING A SUSTAINABLE CITY		
Outcome 2: London has a strong and healthy environment (continued)		
Expected Result	Strategy	Metric
c) Protect and enhance waterways, wetlands, and natural areas (continued)	BSC-21 Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	# of projects completed from Environmental Assessment
d) Conserve energy and increase actions to respond to climate change and severe weather	BSC-22 Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy	% completion of CDM Strategy (2019-2023)
		% completion of CDM Strategy actions
		% completion of the updated Green Fleet Plan
		% reduction in corporate energy use on a per person basis compared to 2007
		% reduction in greenhouse gas generation levels from 2007 levels
	BSC-23 Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	% completion of CEAP Strategy (2019-2023)
		% completion of CEAP actions assigned to the City between 2020 and 2023
		% completion of CEAP actions assigned to Conservation Authorities between 2020 and 2023
		% reduction in energy use on a per person basis compared to 2007
		% reduction in greenhouse gas generation levels from 1990 levels
		# of stakeholder organizations, groups or businesses actively engaged in CEAP
		% reduction in greenhouse gas per person from 1990 levels
	BSC-24 Update flood forecast and warning system to address a changing climate.	# of updates completed annually
	BSC-25 Assess health vulnerability to climate change.	# of days of heat warnings
		# of days of cold weather alerts
		# of ticks testing positive for Lyme disease
		# of Vector Borne Diseases not previously reported in London

BUILDING A SUSTAINABLE CITY		
Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs		
Expected Result	Strategy	Metric
a) Increase access to transportation options	BSC-26 Build more infrastructure for walking and bicycling.	# of metres of sidewalks built
		# of metres of bike lanes built
	BSC-27 Continue to expand options and programs to increase mobility.	% completion of a Bike Parking Action Plan
		% completion of a monitoring program for building a bike-friendly London
		% completion of a Transportation Management Association Feasibility Study
		% completion of Bike Share Business Case
		% completion of transportation demand management actions between 2020 and 2023
	BSC-28 Develop a strategic plan for a future with connected and autonomous vehicles.	% completion of the strategic plan
	BSC-29 Support Londoners to access affordable public transit where they live and work.	# of residents in receipt of transit subsidy subsidized passes (Income-Related, Youth, and Visually Impaired) sold on average per month
		# of subsidized rides (Children 12 and Under and Seniors) on average per month
	BSC-30 Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	# of lower and level non-accommodated trips
		Increase rides per capita
	BSC-31 Implement the LTC Ridership Growth Strategy.	Increase ridership
		Increase rides per capita
	BSC-32 Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	# of kilometres of dedicated lanes constructed
		% increase in people carrying capacity
		% of PM peak period boardings and alightings at a fully accessible transit platform
		% of residences within walking distance of higher order transit
	BSC-33 Implement the LTC 5 year Conventional Service Plan.	% of jobs within walking distance of higher order transit
		Increase ridership
		Increase rides per capita

BUILDING A SUSTAINABLE CITY		
Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs (continued)		
Expected Result	Strategy	Metric
b) Manage congestion and travel times	BSC-34 Continue to improve the traffic signal system for the benefit of all road users.	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads)
	BSC-35 Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	# of lane kilometres of road added to the transportation network
		# of new road-rail underpasses constructed
c) Improve safety for all modes of transportation	BSC-36 Implement infrastructure improvements and programs to improve road safety.	# % reduction in of injury and fatality collisions per year
d) Improve the quality of pedestrian environments to support healthy and active lifestyles	BSC-37 Plant more trees to increase the city's tree canopy cover.	# trees planted on streets, open spaces and parks
	BSC-38 Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	# of benches added to parks
		# of lights added to parks
		% of public satisfied with park and open space
		# of kilometres of pathway improved
	BSC-39 Increase pedestrian amenities on streets.	% of street projects with urban design review
		# street trees planted
		\$ made available for cost-sharing neighbourhood street lighting projects

GROWING OUR ECONOMY (GOE)		
Outcome 1: London will develop a top quality workforce		
Expected Result	Strategy	Metric
a) Increase access employers have to the talent they require	GOE-01 Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	# of grants
		# of agencies and institutions committed to working with employers developing a top quality workforce
		# of activities to support employers
		# of employer meetings
	GOE-02 Increase Ontario Works client participation within employment activities.	% of Ontario Works file terminations exiting to employment
% of eligible clients that have an active outcome plan		
b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	GOE-03 Increase the number of local internship opportunities for post-secondary students.	# of students connected to post-secondary institutions with local employers
	GOE-04 Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	Metrics TBD
		# of activities to support connections of students to business
		# of activities to support connections of employers to employment and other training agencies
		# of activities to support connections of employers to newcomers
	GOE-05 Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology
		# of newcomer attraction activities supported
		# of newcomer retention and integration activities supported
		% annual newcomer retention rate
Outcome 2: London is a leader in Ontario for attracting new jobs and investments		
a) Increase partnerships that promote collaboration, innovation, and investment	GOE-06 Expand opportunities and activities through the London Waste to Resources Innovation Centre.	# of resource recovery pilot projects initiated
		# of companies collaborating on resource recovery projects
		# of signed Memorandums of Understanding (MoUs)
	GOE-07 Implement the Smart City Strategy.	% of Smart City Strategy completed
	GOE-08 Seek out and develop new partnerships and opportunities for collaboration.	# of City Planning projects completed in collaboration with educational institutions
	GOE-09 Plan for High Speed Rail.	Metrics TBD
	GOE-10 Collaborate with regional partners on international missions for new investment attraction.	# of regional investment promotion missions
GOE-11 Undertake regional planning partnerships with neighbouring municipalities.	# of area municipalities engaged in regional planning	

GROWING OUR ECONOMY		
Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)		
Expected Result	Strategy	Metric
a) Increase partnerships that promote collaboration, innovation, and investment (continued)	GOE-12 Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London
		\$ of tourism spending in London
	GOE-13 Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	\$ of economic impact of tourism in London
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London
	GOE-14 Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	# of industry leading farm and poultry shows
		\$ leveraged to support Agricultural Centre of Excellence
		# of Agricultural Centre of Excellence partners
		# of Agricultural Centre of Excellence users
b) Maintain viability in key global markets	GOE-15 Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	\$ of economic impact (in millions)
		\$ of total revenue (in millions)
	GOE-16 Create a vibrant entertainment district in the City of London.	# of events held at the Western Fair
		# of events on City property
		# of outdoor patio venues
		# of private music venues
c) Increase public and private investment in -strategic locations	GOE-17 Revitalize London's downtown and urban areas.	\$ value of all construction projects in receipt of CIP loans financial incentives
		Ratio of Incentive to Construction Value within Community Improvement Plan (CIP) areas Ratio of Construction Value to CIP loans within Community Improvement Plan (CIP) areas
		\$ value of development charge grants
		\$ value of property tax grants
		\$ of assessment value in CIP areas-% per year assessment growth rate above inflation in CIP areas
		\$ of Covent Garden Market sales revenue
		% of Covent Garden Market tenant occupancy vacancy

GROWING OUR ECONOMY		
Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)		
Expected Result	Strategy	Metric
d) Increase public and private investment in amenities that attract visitors, a talented workforce and investment	GOE-18 Invest in city building projects.	# of city building project studies completed
		# of Downtown Plan initiatives implemented
		# of units zoned within Old Victoria Hospital lands
	GOE-19 Increase partnership funding, sponsorships, and donations to recreation services and amenities.	\$ of partnerships, sponsorships and donations
		# of adopt-a-parks
e) Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	GOE-20 Ensure job growth through attraction of new capital from a diverse range of markets and industries.	# of jobs created
Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive		
Expected Result	Strategy	Metric
a) Increase access to supports for entrepreneurs and small businesses, and community economic development	GOE-21 Revitalize London's Downtown and urban areas.	# of Business Improvement Areas (BIAs) supported
		# of Community Improvement Plan financial incentive applications processed
		\$ value of building code and façade improvement loans issued
		\$ value of building code and façade improvement grants issued
		% of targeted businesses in BIAs
		# of net new businesses in BIAs
		\$ invested in BIA administration
	GOE-22 Support entrepreneurs, start-up, and scale-up companies.	# of supports provided for start-ups and scale-ups
		# of activities to support entrepreneurship growth
		# of artist performance opportunities created
b) Increase efficiency and consistency for administrative and regulatory processes	GOE-23 Improve administrative and regulatory processes and by-law requirements.	# of music workshops and networking opportunities created
		# of Planning policy/procedural manuals created
		# of bylaws reviewed and amended or repealed
		# of building and development processes reviewed and improved

GROWING OUR ECONOMY		
Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive (continued)		
Expected Result	Strategy	Metric
b) Increase efficiency and consistency for administrative and regulatory processes (continued)	GOE-24 Improve access and navigation of City services and supports through Service London Business.	# attendees at collaborative regulatory workshops
		# of customer journeys mapped and improved
		# of visits to Service London Business Counter
		# of visits to Service London Business website
c) Increase the availability of serviced land in strategic locations	GOE-25 Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	# hectares sold of City-owned industrial land inventory
		# of new jobs created in City-owned industrial parks
		\$ increase in taxes paid by companies operating in City-owned industrial parks

LEADING IN PUBLIC SERVICE (LPS)		
Outcome 1: The City of London is trusted, open, and accountable in service of our community		
Expected Result	Strategy	Metric
a) Increase opportunities for residents to be informed and participate in local government	LPS-01 Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	Metrics TBD through the development of the Corporate Communications Strategy
		# of media relations training sessions offered
		# of Public Engagement Forum meetings
		% Resident public engagement satisfaction score
		% of City Planning outreach and education strategy completed
		# of residents that participate in the Neighbourhood Decision Making process
		# of communication channels for Multi-Year Budget (MYB) engagement process
b) Improve public accountability and transparency in decision making	LPS-02 Measure and publicly report on corporate performance.	# of public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.)
		# of strategic plan progress and performance reports
		# of reports to the community, including the annual community survey
	LPS-03 Increase access to information to support community decision making.	# of open data sets available
		# of new tools available, such as a citizen dashboard
c) Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	LPS-04 This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	Metrics TBD through the development of the strategy

LEADING IN PUBLIC SERVICE		
Outcome 2: Londoners experience exceptional and valued customer service		
Expected Result	Strategy	Metric
a) Increase community and resident satisfaction of their service experience with the City	LPS-05 Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	% of all community centre visitors rating overall experience as good or excellent
		% program utilization rate
		% satisfaction rate of annual community survey
b) Increase responsiveness to our customers	LPS-06 Research and respond to emerging planning trends and issues.	% of Provincial Planning legislation and policy updates reviewed and reported to Council
		# of reports addressing emergent planning issues
	LPS-07 Streamline customer intake and follow-up across the corporation.	# of City staff that receive customer service training
		% of customers surveyed at point of transaction
		% of customers satisfied with the services they received at point of transaction
		% of service requests resolved on time
		Average processing time to determine eligibility for Ontario Works
		% of Eligibility Determinations into Ontario Works made within 4 days
		% of Ontario Works clients that access intake within 5 minutes
		# of building and development processes reviewed and improved
c) Increase efficiency and effectiveness of service delivery	LPS-08 Implement customer service standards.	% of Service Requests completed by Planned Completion Date
		% of customers satisfied with the service they received
	LPS-09 Conduct targeted service reviews.	# of zero-based budget reviews completed
		# of additional reviews completed
	LPS-10 Promote and strengthen continuous improvement practices.	# of City employees with Lean training
		# of individuals that participate in continuous improvement events
		# of employees engaged in continuous improvements
		# of financial process improvements
		# of continuous improvements projects undertaken across the corporation
	LPS-11 Demonstrate leadership and accountability in the management and provision of quality programs, and services.	% satisfaction rate of annual community survey
	LPS-12 Accommodate long-term space needs for the City of London and optimize service delivery locations.	Metrics TBD through next MYB Q1 2020 TBD - Pending approval of Master Accommodation Business Plan (MAP) business case through MYB

LEADING IN PUBLIC SERVICE		
Outcome 2: Londoners experience exceptional and valued customer service (continued)		
Expected Result	Strategy	Metric
c) Increase efficiency and effectiveness of service delivery (continued)	LPS-13 Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release
	LPS-30 (NEW) Improve residents' satisfaction with winter road and sidewalk maintenance.	% average of winter storms where the response exceeds provincial road maintenance standards
d) Reduce barriers to access city services and information	LPS-14 Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	# of new processes developed to ensure that city resources are shared across Service Areas
		# of community initiatives supported by multiple Service Areas
		# of cross-functional teams supporting community initiatives
		% of community initiatives that share information and resources across the corporation
		# of staff training sessions related to mental health and addictions, cultural competency , and community resources
		# of multi-Service Area initiatives implemented
	LPS-15 Implement the 2018 to 2021 Multi Year Accessibility Plan.	# of front counters made accessible
		# of pedestrian crosswalks made accessible
		% of accessibility initiatives implemented
	LPS-16 Implement ways to improve access to services and information.	# of services available at customer service counters
		# of new Service London tools and resources available in multiple languages
		% of customers satisfied with the service they received
		% of information provided in alternate formats
		% satisfaction rate with accessibility of services
		# of Service London Portal users
e) Increase the use of technology to improve service delivery	LPS-17 Continue to maintain, build, and enhance a high-performing and secure computing environment.	# of technical service requests and incidents successfully completed
		% availability of City of London core computing environment
		% of Information Technology customers satisfied
		% of targeted WiFi implementations completed (moved to SOC-44)

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service

Expected Result	Strategy	Metric
a) Increase the diversity of the city's workforce	LPS-18 Update and implement an Equity and Inclusion Plan.	% of newly hired employees compared to community dimensions of diversity
		% of new hires that identify as Women
		% of new hires that identify as LGBTQ+
		% of new hires that identify as Indigenous People
		% of new hires that identify as Racialized People
		% of new hires that identify as People with Disabilities
		% of new hires that identify as Immigrants
b) Attract and retain a talented workforce	LPS-19 Develop and implement a People Plan.	Metrics TBD through the development of the Plan
		% voluntary staff turnover rate
		% successful staff hire rate
c) Maintain a safe and healthy workplace	LPS-20 Develop and implement a People Plan.	Metrics TBD through the development of the Plan
		# employee absenteeism rate
		# of inquiries/requests
		# of informal complaints (completed)
		# of formal complaints (completed)
		# of training opportunities
		# of participants in training
d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.	LPS-21 Plan, conduct, and support annual internal and external audits.	# of audits completed
	LPS-22 Continue to ensure the strength and sustainability of London's finances.	# of consecutive years the Aaa credit rating is maintained
	LPS-23 Establish and monitor targets for reserves and reserve funds.	% of reserve and reserve fund targets that are established and monitored
	LPS-24 Maximize investment returns, adhering to the City's investment policy.	Actual investment returns compared to the City of London contractual bank rate
	LPS-25 Review and update the City's financial strategic planning, principles, and policies.	# of Strategic Financial Plan update completed principles and policies reviewed and updated

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service (continued)

Expected Result	Strategy	Metric
d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term (continued).	LPS-26 Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	Average annual tax levy, water and wastewater rate increases approved through annual budget updates compared to the average annual tax levy, water and wastewater rate increases approved through Multi-Year Budget process
	LPS-27 Adhere to City of London limit on authorized debt (internal debt cap).	Actual debt authorized compared to internal debt cap
	LPS-28 Develop tax policy to align with Council priorities of the Strategic Plan.	City of London Commercial tax ratio compared to average Provincial Commercial tax ratio
		City of London Industrial tax ratio compared to average Provincial Industrial tax ratio
		City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio
e) Enhance the ability to respond to new and emerging technologies and best practices	LPS-29 Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	# of digital solutions delivered
		# of Lessons Learned Outcomes communicated to ITS Project Managers
		% of digital solutions that resulted in an increase in efficiency and/or effectiveness
		% of time spent on projects
		% of paperless trials (Provincial Offences Court)
		% of disclosure requests processed processed available electronically (Provincial Offences Court)
		% progress towards completion of digital application tracking initiatives

Draft Strategies, Metrics, Targets, and Preliminary Cost Estimates for Strategies that Require New Investment (NEW)

For ease of review of this Appendix, definitions and examples have been provided below.

Definitions

Metric: Indicates the aggregate quantifiable measure that will be used to track performance and process across the lifecycle of the Strategic Plan. The aggregate component of the metric (listed in **bold**) represents the desired result to be achieved upon the completion of the 2019-2023 Strategic Plan. Depending on the metric, the **aggregate** will be one of the following:

- 1. **Cumulative Sum:** The aggregate represents the total sum of the targets year over year. This could include the total number of individuals served, the amount of money invested, or the percentage completion of a plan.
- 2. **Maintenance:** The aggregate will indicate maintenance when the aggregate total is the same as the targets provided for each year. This indicates the desired state across the life of the plan is to achieve the same result year over year. For example, maintaining current service levels, or maintaining a satisfaction score at a certain rate.
- 3. **Incremental:** The targets will demonstrate increases year over year, building toward the desired end state over the life of the plan. The aggregate total in this case represents the total result that will be achieved by 2023. For example, this could include infrastructure projects where the 2019 target will represent the current amount of kilometres, and the targets illustrating the total number of kilometres each year until 2023.

Target: Represents the annual quantifiable measure that is used to track progress toward the achievement of the metric. The targets associated with each metric will illustrate the pacing that has been proposed in order to make progress toward the completion of the strategy.

Incremental Operating Cost (2020-2023): Represents the additional amount that will need to be added to the annual operating budget by the end of 2023 in order to fund the strategy. Excludes any existing operating budgets related to the strategy.

Total Capital Cost (2020-2023): Represents the **total** gross capital investment to support the strategy over the 2020-2023 period. Excludes any potential offsetting sources of funding. Funding may already be included in the capital plan in the 2020-2023 period for some strategies.

Civic Administration, agencies, boards, and commissions have tabled Preliminary Cost Estimates for Strategies that will require new investment. The funding (operating and/or capital) identified provides an order of magnitude only as a tool that Council may use to inform decision-making when considering draft Strategies. The pacing and financing of strategies will be finalized through the Multi-Year Budget process. It should be noted that not all Strategies have associated Targets and Preliminary Cost Estimates available at this time. Agencies, boards and commissions are in the process of developing their individual Strategic/Community Plans and as such, Targets and Preliminary Cost Estimates are under development and will be available through the Multi-Year Budget process.

*Please Note: a dash (-) in this Appendix indicates the value is 0, or that the cell is intended to be blank.

Strengthening our Community

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-01 Establish and revitalize community housing through a Regeneration Plan.	200 lives impacted through social housing regeneration	50	75	125	175	200	-	\$5,250,000
	10 new revenue sources through the Regeneration Strategy	0	1	2	3	4		
	400 additional units	0	0	100	100	200		
SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	1,200 chronic homeless supported through Housing First	400	400	400	400	400	\$1,000,000	-
	500 individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances	150	150	150	150	150		
	100 supportive housing units for individuals and families experiencing chronic homelessness	0	50	0	50	0		
SOC-03 Strengthen the support for individuals and families in need of affordable housing.	100 individuals and families supported through new supplement programs	20	20	20	20	20	\$100,000	-
	100% of Homeless Prevention and Housing Plan Recommendations implemented	0%	25%	25%	25%	25%		
	100% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed	20%	20%	20%	20%	20%		
	90% of LMHC Service Standards met	90%	90%	90%	90%	90%		
	85% of LMHC Tenants satisfied with their homes	70%	70%	75%	80%	85%		
	# of housing units inspected for safety and environmental health	TBD	TBD	TBD	TBD	TBD		
SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.	100% of Affordable Housing Community Improvement Plan completed	0%	50%	50%	0%	0%	\$3,000,000	-
	100% of Affordable Housing Development Strategy completed	50%	100%	0%	0%	0%	-	-
	100% of Inclusionary Zoning Bylaw completed	0%	50%	50%	0%	0%	-	-
	100% of available school sites analyzed for affordable housing development opportunities	100%	100%	100%	100%	100%	\$500,000	-
	250 Housing Development Corporation (HDC) recommended/negotiated bonus units at or below Average Market Rent (AMR)	50	50	50	50	50	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-05 Create more purpose-built, sustainable, affordable housing stock in London.	600 unit increase of available, purpose-created new affordable rental stock	0	150	150	150	150	\$1,000,000	-
	100 secondary/single-unit, based stock	0	25	25	25	25	\$500,000	-
SOC-06 Implement coordinated access to mental health and addictions services and supports.	1,200 of chronically homeless individuals and families that achieve housing stability (housed for 6 months)	400	400	400	400	400	-	-
	125 individuals and families that become chronically homeless	25	25	25	25	25	-	-
	15 programs participating in coordinated access practice	13	14	15	15	15	-	-
SOC-07 Improve emergency shelter diversion and rapid re-housing practices.	500 unique chronic residents in shelter	100	100	100	100	100	-	-
	25% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed	5%	5%	25%	25%	25%	-	-
SOC-08 Strengthen and support the mental health and addictions system.	100% of Community Mental Health and Addictions Strategy recommendations implemented	20%	20%	20%	20%	20%	\$100,000	-
	% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	15 formalized partnerships in the Coordinated Informed Response	10	12	15	15	15	-	-
	75% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response	25%	50%	75%	75%	75%	\$1,500,000	\$125,000
	7 library locations with mental health services available	3	1	1	1	1	-	-
	# of clients served through consumption and treatment services	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of clients accessing consumption and treatment services that are referred to treatment supports	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-09 Continue to support and develop collaborative approaches to end poverty.	\$3.26M invested to support poverty reduction initiatives	\$653,160	\$653,160	\$653,160	\$653,160	\$653,160	\$110,000	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-10 Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	% of respondents satisfied with the quality of police services in helping victims of crime	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-11 Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	4% increase in circulation to meet demand for collections	1%	1%	1%	0.5%	0.5%	\$340,000	-
	9% of Indigenous people served	5%	6%	7%	8%	9%	-	-
SOC-12 Improve access to licensed child care and early years opportunities.	176 additional licensed child care spaces created	0	88	88	0	0	-	-
	2,850 children in receipt of child care fee subsidy monthly, each year	2,850	2,850	2,850	2,850	2,850	-	-
	548,225 EarlyON visits made by children	105,346	107,453	109,602	111,794	114,030	-	-
SOC-13 Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	187 community organizations supporting collective community agendas	187	187	187	187	187	-	-
	2 community-based plans implemented	2	2	2	2	2	-	-
	154 community-supported initiatives implemented annually	154	154	154	154	154	-	-
	\$5.5M invested to support collective community agendas	\$1.1M	\$1.1M	\$1.1M	\$1.1M	\$1.1M	-	-
	36% of seniors population served at library locations	26%	30%	32%	34%	36%	\$25,000	-
	101,250 youth served at library locations	17,000	18,625	20,250	21,875	23,500	\$25,000	-
SOC-14 Increase programming and activities for residents and families at Dearness Home.	\$2.3 invested in auditorium expansion	\$0	\$300,000	\$2,000,000	\$0	\$0	\$65,000	\$2,300,000
	645 programs and events offered	115	115	115	150	150		
SOC-15 Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	6.3M user trips on the Thames Valley Parkway (TVP)	1,180,000	1,215,400	1,251,800	1,289,400	1,328,000	-	\$4,300,000
	185 kilometres of pathways (including TVP multi-use pathways and secondary multi-use paths)	173	176	179	182	185	-	\$2,100,000
	66 kilometres of trails (dirt, woodchip, and gravel)	62	63	64	65	66	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-16 Create programs and exhibitions to foster health and well-being.	90% of program participants reporting increased levels of physical activity	88%	88%	89%	89%	90%	-	-
	94% of program participants reporting increased self-esteem	92%	92%	93%	93%	94%	-	-
	269 classes, exhibits, and other programs offered at Museum London	44	48	53	59	64	-	-
SOC-17 Deliver health protection and promotion programs guided by population health surveillance.	# of personal service settings inspected by public health inspectors	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	% of school age children immunized against vaccine preventable diseases	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of food-serving establishments inspected by public health inspectors	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of pregnant women/young families supported through public health home visiting programs and group programs	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-18 Create inclusive engagement opportunities for Londoners.	155 people engaged in the Community Diversity and Inclusion Strategy (CDIS)	75	95	115	135	155	-	-
	95% of CDIS strategies initiated	74%	80%	85%	90%	95%	-	-
	11,000 individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events.	2,000	2,100	2,200	2,300	2,400	-	-
	70% annual newcomer retention rate	70%	70%	70%	70%	70%	-	-
SOC-19 Strengthen understanding of and ability to engage in practices that promote cultural safety.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	3,500 City of London participants in the Intercultural Competency program	700	700	700	700	700	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-20 Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	38,400 residents that voted in Neighbourhood Decision Making	7,300	7,500	7,700	7,900	8,000	-	-
	1,375 residents who submitted ideas through Neighbourhood Decision Making	235	255	275	295	315	-	-
	80% of London neighbourhoods supported through community development	72%	74%	76%	78%	80%	-	-
	95% of neighbourhoods that participate in Neighbourhood Decision Making	95%	95%	95%	95%	95%	-	-
	35 active neighbourhood associations	33	34	35	35	35	-	-
	22 Planning education and engagement events held in neighbourhoods	2	5	5	5	5	-	-
	36 unique venues where Planning events have been held	5	5	8	8	10	-	-
	73 Subdivision Ambassador outreach events	7	12	18	18	18	\$10,000	-
SOC-21 Support neighbourhood festivals, cultural events, and activities across the city.	170 neighbourhood activities supported annually	170	170	170	170	170	-	-
	350 neighbourhood events supported	70	70	70	70	70	-	-
	5 new neighbourhood tools	0	2	2	1	0	-	-
	\$14M invested to support community organizations	\$2,795,543	\$2,795,543	\$2,795,543	\$2,795,543	\$2,795,543	-	-
	8% increase in neighbourhoods supported	72%	74%	76%	78%	80%	-	-
	1084 permitted events	212	215	217	219	221	-	-
	1,109 special events requests	217	220	222	224	226	-	-
	16 festivals and events held annually by Covent Garden Market	3	3	3	3	4	-	-
	1066 events hosted at Western Fair	195	203	213	222	233	-	-
	15 tasks implemented from the Music, Entertainment, and Culture Districts Strategy	3	3	3	3	3	\$20,000	-
SOC-22 Expand Social Services client feedback and participation in service delivery design in their community.	10 service delivery design surveys with Ontario Works clients conducted	2	2	2	2	2	-	-
	13 client engagement sessions conducted	1	5	1	5	1	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-23 Implement programs and services that respond to neighbourhood recreation needs.	8 neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach	1	1	2	2	2	-	-
SOC-24 Promote and invest in urban agriculture initiatives.	10 new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff	2	2	2	2	2	\$10,000	-
SOC-25 Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	479,859 Museum visitors	86,842	91,184	95,744	100,531	105,557	-	-
	168 classes, exhibits, and other programs offered at the Museum	28	30	33	37	40	-	-
	140 experiential tourism opportunities available to Museum visitors	26	27	28	29	30	-	-
	2,149 visitor surveys/focus groups	352	387	426	469	515	-	-
SOC-26 Engage Londoners in culture to increase community vibrancy and awareness.	1,500 arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP)	300	300	300	300	300	-	-
	90 heritage organizations and historians funded through the Community Heritage Investment Program (CHIP)	50	10	10	10	10	-	-
SOC-27 Invest in Dundas Place.	30 events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA, etc)	2	4	6	8	10	-	-
	80 events	8	12	16	20	24	\$560,000	
	30 new targeted businesses opened on Dundas Place	4	5	6	7	8		
SOC-28 Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	15 artifacts professionally conserved	3	3	3	3	3	\$10,000	\$20,000
	10 key security risks mitigated year over year	2	2	2	2	2	-	-
	100% of permanent display artifacts digitized	20	20	20	20	20	-	-
	125 public programs/special events hosted	25	25	25	25	25	-	-
	115,000 new, returning, and online visitors	21,000	22,000	23,000	24,000	25,000	-	-
	5% increase in outreach programs	5%	5%	5%	5%	5%	-	-
	25 corporate and community partners	3	4	5	6	7	-	-
	500 staff hours conducting audience research	100	100	100	100	100	-	-
	10% increase in volunteer participation	2%	2%	2%	2%	2%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-29 Remove barriers to access recreation, sport, leisure, and leadership programs and services.	62,500 individuals receiving Play Your Way financial assistance	12,500	12,500	12,500	12,500	12,500	-	-
	10,215 opportunities for free drop-in recreation programs	1935	2000	2065	2075	2140	-	-
	43% subsidized community garden plots	43%	43%	43%	43%	43%	-	-
	25% accessible community garden plots	14%	19%	21%	23%	25%	-	-
	8 new play structures with enhanced safety surfaces	1	2	1	2	2	-	\$750,000
	156 multilingual tours offered at Museum London	28	30	31	33	34	-	-
SOC-30 Increase the number of recreation, sport, and leisure opportunities.	13.55M visits to city operated community centres	2,580,000	2,700,000	2,720,000	2,750,000	2,800,000	-	-
	539 city owned recreation facilities and major park amenities	462	482	502	522	539	-	-
	180,000 registered participants in recreation programs	35,000	35,500	36,000	36,500	37,000	-	-
	10 seniors satellite locations	8	8	9	9	10	-	-
	12% increase in the number of community garden plots	0%	6%	0%	6%	0%	-	-
	# of volunteers involved in sport	TBD	TBD	TBD	TBD	TBD	-	-
SOC-31 Work with community partners to create a leading sustainable sport development model.	17,550 hours accessed through third party agreements	3,000	3,300	3,500	3,750	4,000	-	-
	43 formal agreements with local sport associations	5	8	9	10	11	-	-
SOC-32 Invest in community building projects.	107 new seating areas introduced to existing parks	20	20	20	22	25	-	-
	32 small-scale projects and activations implemented in core neighbourhoods.	2	5	5	10	10	-	\$160,000
	37 tree trunks in Hamilton Road Tree Trunk Tour	29	31	33	35	37	-	-
	100% of available school sites analyzed for parkland opportunities	100%	100%	100%	100%	100%	-	-
	18 community gardens	16	17	17	18	18	-	-
	19 neighbourhood community facilities	18	18	18	18	19	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-44 (NEW) Provide public Wi-Fi in recreation facilities, particularly in areas with existing appropriate network connectivity.	100% of targeted Wi-Fi implementations completed	0%	10%	40%	50%	0%	\$15,000	\$200,000
SOC-33 Develop and implement a Community Safety and Well-being Plan.	Metrics TBD through the development of the Plan	TBD	TBD	TBD	TBD	TBD	\$140,000	-
SOC-34 Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	3 enhanced awareness and education programs	0	1	1	1	0	\$100,000	-
	12,000 participants in programs	0	3,000	3,000	3,000	3,000	-	-
SOC-35 Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	45,718 inspections and inspection activities completed	8,785	8,961	9,140	9,323	9,509	-	-
	4,045 public education activities completed	777	793	809	825	841	-	-
	6 targeted populations reached through public education activities	4	5	5	6	6	-	-
	0.065 Fire Education Staff per 1,000 population	0.065	0.065	0.065	0.065	0.065	-	-
	0.01 Fire Prevention Staff per 1,000 population	0.01	0.01	0.01	0.01	0.01	-	-
SOC-36 Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Collision-related fatality rate	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Collision-related injury rate	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-37 Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Crime Severity Index (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Violent crime severity index (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-38 Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	Victimization Rate by population and crime type (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Revictimization Rate by population and crime type (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-39 Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	90th Percentile City-wide response time for first Engine to arrive on scene within the Urban Growth Boundary	84.30%	85.90%	87.70%	89.40%	91.20%	-	-
	90th Percentile City-wide response time to assemble 15 Firefighters on scene within the Urban Growth Boundary	80.40%	82%	83.60%	85.30%	87%	-	-
SOC-40 Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-41 Prepare and implement urban design guidelines.	895 development applications with urban design review	179	179	179	179	179	-	-
	2 design guidelines prepared for specific topics or areas	1	0	1	0	0	-	-
SOC-42 Conserve London's heritage through regulation and investment.	100% of heritage conservation district strategy (Heritage Places) completed	50%	100%	0%	0%	0%	-	-
	100% of the municipally-owned Heritage Buildings Conservation Master Plan updated and recommendations implemented	0	50%	100%	0%	0%	-	\$850,000
	400 Heritage Alteration Permits processed	80	80	80	80	80	\$100,000	-
	10 heritage conservation districts	7	8	9	9	10	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-42 Conserve London's heritage through regulation and investment. (cont'd)	2,700 heritage properties listed on the municipal registry	2,303	2,400	2,500	2,600	2,700	-	-
	384 heritage properties protected through designation	364	369	374	379	384	-	-
	50 archaeological assessments completed	10	10	10	10	10	-	-
SOC-43 Invest in community building projects.	100% of available surplus school sites analyzed for parkland opportunities	100%	100%	100%	100%	100%	-	-
	18 community gardens	16	17	17	18	18	-	-
	19 neighbourhood and district community centres	18	18	18	18	19	-	-

Building a Sustainable City

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-01 Continue to develop the City's Public Art/Monument program.	10 existing public art and monuments maintained and restored	2	2	2	2	2	-	-
	7 public art and monuments created to reflect London's identity	3	3	0	1	0	-	-
BSC-02 Develop and document current levels of service and identify proposed levels of services.	# of asset types with developed/documented current levels of service	TBD pending development of 2018 Corporate Asset Management Plan					-	-
	# of asset types with identified proposed levels of service	TBD pending development of 2018 Corporate Asset Management Plan					-	-
BSC-03 Regenerate and revitalize LMHC/Community Housing sites.	# of LMHC Units Renovated / Retrofitted	TBD	TBD	TBD	TBD	TBD	-	\$24,000,000
BSC-04 Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	100% completion of the Environmental Assessment	0%	20%	60%	20%	0%	-	-
	1 Environmental Assessment approval received	0	0	0	1	0	-	-
	100% completion of Waste Disposal Strategy	10%	60%	30%	0%	0%	-	-
	3 Environmental Compliance Approvals received	0	0	0	0	3	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-05 Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	100% completion of Adaptation Strategy for built infrastructure	50%	50%	0%	0%	0%	\$50,000	
	100% completion of actions assigned to the City between 2020 and 2023	0%	0%	25%	50%	25%		
	% completion of actions assigned to Conservation Authorities between 2020 and 2023	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-06 Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	1 new neighbourhood community centre	0	0	0	0	1	-	-
	49 new parks established	9	9	10	10	11	-	-
	# of new conservation areas	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-07 Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	211 stakeholders participating in the Growth Management Implementation Strategy Update	47	42	40	40	42	-	-
BSC-08 Prioritize investment in assets to implement the Asset Management Plan.	Ratio of Budget to Replacement Value of Asset by functional area, including: - Water - Wastewater - Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land	TBD pending development of 2018 Corporate Asset Management Plan					-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-08 Prioritize investment in assets to implement the Asset Management Plan. (cont'd)	Ratio of Budget to Corporate Asset Management Plan targeted infrastructure investment by functional area, including: - Water - Wastewater - Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land	TBD pending development of 2018 Corporate Asset Management Plan					-	-
	80% of library locations completed (water, sewer, and utility)	40%	10%	10%	10%	10%	-	\$2,000,000
	80% completion of library building components	40%	10%	10%	10%	10%	-	\$3,500,000
	6 branch libraries revitalized per 10 year cycle	2	1	1	1	1	-	-
	16 branch libraries with way finding and signage strategy completed	6	5	5	0	0	-	-
	2 library locations per city growth	0	1	1	0	0	-	-
	16 library locations with accessibility upgrades (automatic door openers bathrooms, meeting rooms, etc.)	0	10	6	0	0	-	\$400,000
	\$1.9M invested to improve Museum London infrastructure	\$375,000	\$400,000	\$400,000	\$370,000	\$375,000	-	\$1,545,000
	\$ co-invested in master site plan at the Western Fair District	TBD	TBD	TBD	TBD	TBD	-	-
	\$ invested in conservation areas	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-09 Monitor the infrastructure gap to inform the management of City assets.	5 Corporate Asset Management Plan updates published	1	1	1	1	1	-	-
	\$ of infrastructure gap by functional area, including: - Water - Wastewater - Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land	TBD pending development of 2018 Corporate Asset Management Plan					-	-
BSC-10 Advance sustainability and resiliency strategies.	100% of green city strategy completed	0%	100%	0%	0%	0%	-	\$350,000
	100% of resiliency strategy completed	0%	0%	100%	0%	0%	-	\$100,000
	# of low impact development (LID) projects completed by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-11 Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	100% of new zoning tool evaluation completed (Phase 1)	50%	50%	0%	0%	0%	-	-
	100% of new zoning tool completed (Phase 2)	0%	0%	25%	25%	50%	-	-
	100% of London Plan policies in force	80%	95%	100%	100%	100%	-	-
	100% of agricultural land preserved	100%	100%	100%	100%	100%	-	-
	100% of Urban Growth Boundary review completed	0%	10%	80%	10%	0%	-	-
	45% growth that is intensification (within Built Area Boundary)	45%	45%	45%	45%	45%	-	-
	75% intensification within Primary Transit Area	75%	75%	75%	75%	75%	-	-
	100% urban growth within Urban Growth Boundary	100%	100%	100%	100%	100%	-	-
	100% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained	100%	100%	100%	100%	100%	-	-
	1,869 additional permit ready lots available	2,391	3,063	3,407	3,748	4,260	-	\$120,000
	2,870 additional market ready units available	23,625	25,226	24,664	26,556	26,495	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-12 Prepare detailed plans for strategic locations.	5 secondary plans completed	1	1	1	1	1	-	-
BSC-13 Revitalize London's downtown and urban areas.	# of dwelling units in Downtown Community Improvement Plan	Targets TBD					-	-
	# of dwelling units in Old East Village Community Improvement Plan	Targets TBD					-	-
	# of dwelling units in SoHo Community Improvement Plan	Targets TBD					-	-
BSC-14 Monitor city building outcomes with the London Plan.	Metrics TBD pending the development of the monitoring tool	Targets TBD					-	-
BSC-15 Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	15 groups or organizations actively involved in promoting waste diversion	5	5	5	0	0	\$6,500,000	\$15,000,000
	3% reduction in per capita waste generation	0	0	1%	1%	1%		
	60% of residential waste is diverted from landfill	45%	1%	2%	10%	2%		
	70% of households participating in the Green Bin Program	0%	0%	60%	70%	70%		
BSC-16 Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	20 businesses/institutions that have joined because of City collaboration	4	8	8	0	0	-	-
	30 collaborative projects with community groups undertaken	6	6	6	6	6	-	-
BSC-17 Increase community environmental outreach for the built environment through CityGreen.	60 CityGreen activities or events hosted	12	12	12	12	12	-	-
	# of participants in environmental education programs provided by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-18 Implement strategies, policies, and programs to conserve natural areas and features.	4 Conservation master plans/ecological restoration plans completed	1	1	1	1	0	-	\$500,000
	37.5 hectares of buckthorn removed	7.5	7.5	7.5	7.5	7.5	-	-
	795 hectares of Environmentally Significant Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract	735	750	765	780	795	-	-
	37.5 hectares of invasive species other than buckthorn or phragmites removed	7.5	7.5	7.5	7.5	7.5	-	-
	50 ecological assessments reviewed	10	10	10	10	10	-	-
	100% of Environmental Impact Study monitoring compliance prior to subdivision assumption	100%	100%	100%	100%	100%	\$100,000	\$80,000
	2.5 hectares of phragmites removed	0.5	0.5	0.5	0.5	0.5	-	-
	# of hectares of wetlands created by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of trees planted by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of hectares of grasslands created by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-19 Improve water quality in the Thames River	131 million litres per day increase in ability to treat sewage during large rain storms	27,000,000	74,000,000	0	0	30,000,000	-	\$10,000,000
	590 million litres reduction in raw sewage bypasses to the Thames River during large rain storms	100	200	200	200	250		
	25,000 Thames River water quality samples taken	5,000	5,000	5,000	5,000	5,000	-	-
	250 homeowner grants provided to reduce basement flooding and treatment plant bypasses	50	50	50	50	50	-	-
	4.4 kilometers of combined sewer replaced	0.5	0.3	1.9	0.4	1.3	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-20 Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	100% completion of the Forks Inaugural Project	50%	50%	0%	0%	0%	-	\$11,750,000
	100% completion of the SoHo Back to the River Environmental Assessment	25%	50%	25%	0%	0%	-	\$500,000
	100% completion of the SoHo Inaugural Construction Project	0%	0%	25%	50%	25%	-	\$15,500,000
BSC-21 Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	13 projects completed from Environmental Assessment	0	2	5	3	3	-	\$3,250,000
BSC-22 Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy	100% completion of CDM Strategy (2019-2023)	100%	0%	0%	0%	0%	-	-
	100% completion of CDM Strategy actions	0%	5%	25%	50%	20%	-	-
	100% completion of the updated Green Fleet Plan	100%	0%	0%	0%	0%	-	-
	25% reduction in corporate energy use on a per person basis compared to 2007	21%	0%	1%	2%	1%	-	-
	70% reduction in greenhouse gas generation levels from 2007 levels	64%	0	2%	3%	1%	-	-
BSC-23 Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	100% completion of CEAP Strategy (2019-2023)	75%	25%	0%	0%	0%	\$10,000	-
	100% completion of CEAP actions assigned to the City between 2020 and 2023	0%	5%	15%	55%	25%	-	-
	% completion of CEAP actions assigned to Conservation Authorities between 2020 and 2023	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	21% reduction in grid energy use on a per person basis compared to 2007	11%	2.50%	2.50%	2.50%	2.50%	-	-
	23% reduction in total greenhouse gas emissions from 1990 levels	15%	2%	2%	2%	2%	-	-
	42% reduction in greenhouse gas per person from 1990 levels	34%	2%	2%	2%	2%	-	-
	30 stakeholder organizations, groups or businesses actively engaged in CEAP	20	3	3	3	1	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-24 Update flood forecast and warning system to address a changing climate.	# of updates completed annually by conservation authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-25 Assess health vulnerability to climate change.	# of days of heat warnings	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of days of cold weather alerts	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of ticks testing positive for Lyme disease	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of Vector Borne Diseases not previously reported in London	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-26 Build more infrastructure for walking and bicycling.	14,500 metres of sidewalks built	1,000	1,500	1,000	4,000	7,000	-	-
	18,000 metres of bike lanes built	5,000	4,000	1,000	3,000	5,000	-	-
BSC-27 Continue to expand options and programs to increase mobility.	100% completion of a Bike Parking Action Plan	50%	50%	0%	0%	0%	-	-
	100% completion of a monitoring program for building a bike-friendly London	100%	0%	0%	0%	0%	-	-
	100% completion of a Transportation Management Association Feasibility Study	75%	25%	0%	0%	0%	-	-
	100% completion of Bike Share Business Case	100%	0%	0%	0%	0%	-	-
	100% completion of transportation demand management actions between 2020 and 2023	0%	20%	40%	30%	10%	-	-
BSC-28 Develop a strategic plan for a future with connected and autonomous vehicles.	100% completion of the strategic plan	50%	50%	0%	0%	0%	-	-
BSC-29 Support Londoners to access affordable public transit where they live and work.	2,674 subsidized passes (Income-Related, Youth, Visually Impaired) sold on average per month	2,478	2,527	2,576	2,625	2,674	\$730,000	-
	82,662 subsidized rides (Children 12 and Under and Seniors) on average per month	76,650	78,153	79,656	81,159	82,662		

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-30 Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	# of lower and level non-accommodated trips	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Increase rides per capita	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-31 Implement the LTC Ridership Growth Strategy.	Increase ridership	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Increase rides per capita	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-32 Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	% increase in people carrying capacity	TBD	TBD	TBD	TBD	TBD	-	-
	% of PM peak period boardings and alightings at a fully accessible transit platform	TBD	TBD	TBD	TBD	TBD	-	-
	% of residences within walking distance of higher order transit	TBD	TBD	TBD	TBD	TBD	-	-
	% of jobs within walking distance of higher order transit	TBD	TBD	TBD	TBD	TBD	-	-
BSC-33 Implement the LTC 5 year Conventional Service Plan.	Increase ridership	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Increase rides per capita	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-34 Continue to improve the traffic signal system for the benefit of all road users.	5% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads)	1%	2%	3%	4%	5%	\$370,000	\$5,920,000
BSC-35 Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	18.1 lane kilometres of road added to the transportation network	0	4.3	2.9	5.6	5.3	-	-
	2 new road-rail underpasses constructed	0	0	0	1	1	-	-
BSC-36 Implement infrastructure improvements and programs to improve road safety.	10% reduction in injury and fatality collisions	2%	4%	6%	8%	10%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-37 Plant more trees to increase the city's tree canopy cover.	90,000 trees planted on streets, open spaces, and parks	18,000	18,000	18,000	18,000	18,000	-	-
BSC-38 Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	270 benches added to parks	50	50	55	55	60	-	-
	11 parks with new lights	3	2	2	2	2	-	\$800,000
	96% of public satisfied with park and open space	95	95	95	96	96	-	-
	18 kilometres of pathway improved	3	3	4	4	4	-	-
BSC-39 Increase pedestrian amenities on streets.	100% of street projects with urban design review	100%	100%	100%	100%	100%	-	-
	25,000 street trees planted	5,000	5,000	5,000	5,000	5,000	-	-
	\$480,000 made available for cost-sharing neighbourhood street lighting projects	\$0	\$120,000	\$120,000	\$120,000	\$120,000	-	\$480,000

Growing our Economy

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-01 Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	20 agencies and institutions committed to developing a top quality workforce	20	20	20	20	20	-	-
	20 activities to support employers	4	4	4	4	4	-	-
	2,350 employer meetings	500	500	450	450	450	-	-
GOE-02 Increase Ontario Works client participation within employment activities.	25% of Ontario Works file terminations exiting to employment	20	20	20	25	25	-	-
	90% of eligible clients that have an active outcome plan	80%	80%	85%	85%	90%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-03 Increase the number of local internship opportunities for post-secondary students.	Metrics TBD	TBD	TBD	TBD	TBD	TBD	-	-
GOE-04 Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	5 activities to support connections of students to business	1	1	1	1	1	-	-
	10 activities to support connections of employers to employment and other training agencies	2	2	2	2	2	-	-
	5 activities to support connections of employers to newcomers	1	1	1	1	1	-	-
	145 networking opportunities provided for cultural workers in art, history, literature, music, and digital technology	26	28	29	30	32	-	-
GOE-05 Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	25 newcomer attraction activities supported	5	5	5	5	5	-	-
	25 newcomer retention and integration activities supported	5	5	5	5	5	-	-
	70% annual newcomer retention rate	70%	70%	70%	70%	70%	-	-
GOE-06 Expand opportunities and activities through the London Waste to Resources Innovation Centre.	10 resource recovery pilot projects initiated	1	4	2	2	1	-	-
	15 companies collaborating on resource recovery projects	3	5	5	2	0	-	-
	3 signed Memorandums of Understanding (MoUs)	1	1	1	0	0	-	-
GOE-07 Implement the Smart City Strategy.	Metrics TBD	TBD	TBD	TBD	TBD	TBD	\$210,000	-
GOE-08 Seek out and develop new partnerships and opportunities for collaboration.	10 City Planning projects completed in collaboration with educational institutions	2	2	2	2	2	\$30,000	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-09 Plan for High Speed Rail.	Metrics TBD	TBD	TBD	TBD	TBD	TBD	-	-
GOE-10 Collaborate with regional partners on international missions for new investment attraction.	40 regional investment promotion missions	8	8	8	8	8	-	-
GOE-11 Undertake regional planning partnerships with neighbouring municipalities.	65 area municipalities engaged in regional planning	18	18	41	41	65	-	-
GOE-12 Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	\$ of tourism spending in London	TBD	TBD	TBD	TBD	TBD	TBD	TBD
GOE-13 Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	\$ of economic impact of tourism in London	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-14 Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	10 industry leading farm and poultry shows	2	2	2	2	2	-	-
	\$ leveraged to support Agricultural Centre of Excellence	TBD	TBD	TBD	TBD	TBD	-	-
	10 Agricultural Centre of Excellence partners	1	2	2	2	3	-	-
	5,300 Agricultural Centre of Excellence users	0	800	1,200	1,500	1,800	-	-
GOE-15 Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	\$107 million economic impact	\$18M	\$22M	\$23M	\$22M	\$22M	-	-
	\$33.6 million of total revenue	\$6.1M	\$6.8M	\$7.0M	\$6.8M	\$6.9M	-	-
GOE-16 Create a vibrant entertainment district in the City of London.	1,066 events held at the Western Fair	195	203	213	222	233	-	-
	10 outdoor patio venues	2	2	2	2	2	-	-
	28 private music venues	28	28	28	28	28	-	-
GOE-17 Revitalize London's downtown and urban areas.	\$7.5M value of all construction projects in receipt of CIP loans	\$1.5M	\$1.5M	\$1.5M	\$1.5M	\$1.5M	-	-
	Ratio of 3:1 Construction Value to CIP loans within Community Improvement Plan (CIP) areas	2.7	2.8	2.8	2.9	3	-	-
	\$2.5M assessment Growth associated with projects receiving tax grants	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	-	-
	1% per year assessment growth rate above inflation in CIP areas	1%	1%	1%	1%	1%	-	-
	\$85.5M Covent Garden Market sales revenue	\$16.4M	\$ 16.8M	\$ 17M	\$17.4M	\$17.8M	-	-
	2.5% Covent Garden Market tenant vacancy	2.5%	2.5%	2.5%	2.5%	2.5%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-18 Invest in city building projects.	2 city building project studies completed	0	1	0	0	1	-	\$3,400,000
	5 Downtown Plan initiatives implemented	1	1	1	1	1	-	-
	600 units built within Old Victoria Hospital lands	0	0	300	0	300	-	-
GOE-19 Increase partnership funding, sponsorships, and donations to recreation services and amenities.	\$625K in partnerships, sponsorships and donations	\$45,000	\$75,000	\$115,000	\$165,000	\$225,000	-	-
	132 adopt-a-parks	106	113	120	127	132	-	-
GOE-20 Ensure job growth through attraction of new capital from a diverse range of markets and industries.	6000 jobs created	1,200	1,200	1,200	1,200	1,200	-	-
GOE-21 Revitalize London's Downtown and urban areas.	5 Business Improvement Areas (BIAs) supported	5	5	5	5	5	-	-
	125 Community Improvement Plan financial incentive applications processed	25	25	25	25	25	-	-
	% of targeted businesses in BIAs	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of net new businesses in BIAs	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	\$2.05M invested in BIA administration	\$411,000	\$ 411,000	\$411,000	\$411,000	\$ 411,000	\$270,000	-
GOE-22 Support entrepreneurs, start-up, and scale-up companies.	2000 supports provided for start-ups and scale-ups	500	500	500	500	500	-	-
	42 activities to support entrepreneurship growth	14	12	10	10	10	-	-
	30 artist performance opportunities created	6	6	6	6	6	-	-
	30 music workshops and networking opportunities created	6	6	6	6	6	-	-
GOE-23 Improve administrative and regulatory processes and by-law requirements.	3 Planning policy/procedural manuals created	0	1	1	0	1	-	-
	10 bylaws reviewed and amended or repealed	2	2	2	2	2	-	-
	22 building and development processes reviewed and improved	7	6	3	4	2	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-24 Improve access and navigation of City services and supports through Service London Business.	320 attendees at collaborative regulatory workshops	60	65	65	65	65	-	-
	13 customer journeys mapped and improved	2	2	3	3	3	-	-
	2,250 visits to Service London Business Counter	400	425	450	475	500	-	-
	850 visits to Service London Business website	100	150	175	200	225	-	-
GOE-25 Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	52 hectares sold of City-owned industrial land inventory	12	8	16	8	8	-	-
	2100 new jobs created in City-owned industrial parks	300	500	700	300	300	-	-
	\$1.4M increase in taxes paid by companies operating in City-owned industrial parks	\$300,000	\$200,000	\$ 500,000	\$200,000	\$200,000	-	-

Leading in Public Service

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-01 Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	Metrics TBD through the development of the Corporate Communications Strategy	TBD	TBD	TBD	TBD	TBD	-	-
	19 media relations training sessions offered	3	4	4	4	4	-	-
	20 Public Engagement Forum meetings	4	4	4	4	4	-	-
	90% resident public engagement satisfaction score	80%	85%	90%	90%	90%	-	-
	100% of City Planning outreach and education strategy completed	0%	50%	50%	0%	0%	\$130,000	-
	38,400 residents vote in the Neighbourhood Decision Making process	7,300	7,500	7,700	7,900	8,000	-	-
	22 communication channels for Multi-Year Budget (MYB) engagement process	4	6	4	4	4	-	-
	5,580 resident interactions in the Multi-Year Budget engagement process	970	1,400	1,020	1,070	1,120	-	-
LPS-02 Measure and publicly report on corporate performance.	10 public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.)	2	2	2	2	2	-	-
	9 strategic plan progress and performance reports	1	2	2	2	2	-	-
	10 reports to the community, including the annual community survey	2	2	2	2	2	-	-
LPS-03 Increase access to information to support community decision making.	130 open data sets available	80	50	0	0	0	-	-
	1 new tool available, such as a citizen dashboard	1	0	0	0	0	-	-
LPS-04 This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	Metrics TBD through the development of the strategy	TBD	TBD	TBD	TBD	TBD	\$120,000	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-05 Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	96% of all community centre visitors rating overall experience as good or excellent	95%	95%	96%	96%	96%	-	-
	73% program utilization rate	69%	70%	71%	72%	73%	-	-
	90% satisfaction rate of annual community survey	90%	90%	90%	90%	90%	-	-
LPS-06 Research and respond to emerging planning trends and issues.	100% of Provincial Planning legislation and policy updates reviewed and reported to Council	100%	100%	100%	100%	100%	-	-
	10 reports addressing emergent planning issues	2	2	2	2	2	-	-
LPS-07 Streamline customer intake and follow-up across the corporation.	250 City staff that receive customer service training	50	50	50	50	50	-	-
	5% of customers surveyed at point of transaction	0%	5%	5%	5%	5%	-	-
	80% of customers satisfied with the services they received at point of transaction	0%	80%	80%	80%	80%	-	-
	95% of service requests resolved on time	95%	95%	95%	95%	95%	-	-
	75% of Eligibility Determinations into Ontario Works made within 4 days	70%	75%	75%	75%	75%	-	-
	95% of Ontario Works clients access intake within 5 minutes	75	80	85	90	95	-	-
	22 building and development processes reviewed and improved	7	6	3	4	2	-	-
LPS-08 Implement customer service standards.	95% of Service Requests completed by planned completion date	95%	95%	95%	95%	95%	-	-
	90% of customers satisfied with the service they received	90%	90%	90%	90%	90%	-	-
LPS-09 Conduct targeted service reviews.	40 zero-based budget reviews completed	8	8	8	8	8	-	-
	10 additional reviews completed	2	2	2	2	2	-	-
LPS-10 Promote and strengthen continuous improvement practices.	525 City employees with Lean training	150	150	100	75	50	-	-
	345 individuals that participate in continuous improvement events	30	45	60	90	120	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-10 Promote and strengthen continuous improvement practices. (cont'd)	750 employees engaged in continuous improvements	90	120	150	180	210	-	-
	10 financial process improvements	2	2	2	2	2	-	-
	1,095 continuous improvements projects undertaken across the corporation	120	165	210	270	330	-	-
LPS-11 Demonstrate leadership and accountability in the management and provision of quality programs, and services.	90% satisfaction rate of annual community survey	90%	90%	90%	90%	90%	\$200,000	-
LPS-12 Accommodate long-term space needs for the City of London and optimize service delivery locations.	TBD Pending approval of Master Accommodation Business Plan (MAP) business case through MYB	TBD	TBD	TBD	TBD	TBD	-	-
LPS-13 Improve animal welfare by encouraging more animal adoption.	90% rate of companion animal live release	90%	90%	90%	90%	90%	-	-
LPS-30 (NEW) Improve residents' satisfaction with winter road and sidewalk maintenance.	56% average of winter storms where the response exceeds provincial road maintenance standards	10	40	70	80	80	\$2,000,000	-
LPS-14 Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	20 new processes developed to ensure that city resources are shared across Service Areas	20	5	5	5	5	-	-
	50 cross-functional teams supporting community initiatives	30	35	40	45	50	-	-
	30 staff training sessions related to mental health and addictions, cultural competency, and community resources	6	6	6	6	6	-	-
	5 multi-Service Area initiatives implemented	1	1	1	1	1	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-15 Implement the 2018 to 2021 Multi Year Accessibility Plan.	15 front counters made accessible	3	3	3	3	3	-	-
	50 pedestrian crosswalks made accessible	10	10	10	10	10	-	-
	90% of accessibility initiatives implemented	90%	90%	90%	90%	90%	-	-
LPS-16 Implement ways to improve access to services and information.	13 services available at customer service counters	9	10	11	12	13	-	-
	5 new Service London tools and resources available in multiple languages	1	1	1	1	1	-	-
	90% of customers satisfied with the service they received	90%	90%	90%	90%	90%	-	-
	100% of information available in alternate formats	100%	100%	100%	100%	100%	-	-
	16,100 Service London Portal users	3,000	3,100	3,200	3,300	3,500	\$300,000	-
LPS-17 Continue to maintain, build, and enhance a high-performing and secure computing environment.	116,600 technical service requests and incidents successfully completed	23,000	23,000	23,500	23,500	23,500	\$620,000	\$800,000
	99.97% availability of City of London core computing environment	99.97%	99.97%	99.97%	99.97%	99.97%		
	97% of Information Technology customers satisfied	96%	96%	96%	97%	97%		
LPS-18 Update and implement an Equity and Inclusion Plan. ¹	% of new hires that identify as Women	-	-	-	-	-	-	-
	% of new hires that identify as LGBTQ+	-	-	-	-	-	-	-
	% of new hires that identify as Indigenous People	-	-	-	-	-	-	-
	% of new hires that identify as Racialized People	-	-	-	-	-	-	-
	% of new hires that identify as People with Disabilities	-	-	-	-	-	-	-
	% of new hires that identify as Immigrants	-	-	-	-	-	-	-

¹ Through progress reporting, Civic Administration will demonstrate movement towards creating a more diverse workforce reflective of our community, using the 2016 Federal Census as a benchmark.

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-19 Develop and implement a People Plan.	Metrics TBD through the development of the Plan	TBD	TBD	TBD	TBD	TBD	-	-
LPS-20 Develop and implement a People Plan.	Metrics TBD through the development of the Plan	TBD	TBD	TBD	TBD	TBD	-	-
LPS-21 Plan, conduct, and support annual internal and external audits.	40 audits completed	8	8	8	8	8	-	-
LPS-22 Continue to ensure the strength and sustainability of London's finances.	47 consecutive years the Aaa credit rating is maintained	43	44	45	46	47	-	-
LPS-23 Establish and monitor targets for reserves and reserve funds.	100% of reserve and reserve fund targets established and monitored	35%	35%	15%	10%	5%	-	-
LPS-24 Maximize investment returns, adhering to the City's investment policy.	> = 25 bps (basis points) actual investment returns compared to the City of London contractual bank rate	> = 5 bps	> = 5 bps	> = 5 bps	> = 5 bps	> = 5 bps	-	-
LPS-25 Review and update the City's financial strategic planning, principles, and policies.	100% of Strategic Financial Plan update completed	10%	35%	55%	0%	0%	-	-
LPS-26 Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	< = 0% average annual tax levy, water and wastewater rate increases approved through annual budget updates compared to the average annual tax levy, water and wastewater rate increases approved through Multi-Year Budget process	< = 0%	< = 0%	< = 0%	< = 0%	< = 0%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-27 Adhere to City of London limit on authorized debt (internal debt cap).	< = 0 Actual debt authorized compared to internal debt cap	< = 0	< = 0	< = 0	< = 0	< = 0	-	-
LPS-28 Develop tax policy to align with Council priorities of the Strategic Plan.	< City of London Commercial tax ratio compared to average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	-	-
	< City of London Industrial tax ratio compared to average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	-	-
	< City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	-	-
LPS-29 Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	250 digital solutions delivered	50	50	50	50	50	\$190,000	-
	1,175 Lessons Learned Outcomes communicated to ITS Project Managers	200	225	250	250	250		
	96% of digital solutions that resulted in an increase in efficiency and/or effectiveness	95%	95%	95%	96%	96%		
	47% of time spent on projects	45%	45%	45%	46%	47%		
	75% paperless trials (Provincial Offences Court)	40%	75%	75%	75%	75%	-	-
	50% of disclosure requests available electronically (Provincial Offences Court)	10%	20%	30%	40%	50%	-	-
	100% progress towards completion of digital application tracking initiatives	25%	50%	75%	100%	0%	\$180,000	\$1,150,000

February 19, 2019

To: Chair and Members of the Strategic Priorities and Policy Committee (SPPC)

CC: Cathy Saunders, City Clerk

From: Martha Powell, President & CEO, London Community Foundation
Greg Playford, Board Chair, London Community Foundation
Fred Galloway, Chair, Community Mobilization Committee, London
Community Foundation

RE: Back to the River (BTTR)

On behalf of Greg Playford, Board Chair of London Community Foundation (LCF) and Fred Galloway, Chair of BTTR Community Mobilization, I am writing to follow up on our letter of November 2018. We are pleased to submit this letter to the SPPC as submission for its March 4th meeting.

The Foundation is pleased to see that BTTR remains a priority in the city's strategic planning process and that momentum continues to build. LCF has invested for three years in this initiative and we intend to keep building on its successes to date.

We have watched with interest the wonderful development of Dundas Place and admire the new development at Museum London as it re-faces our beautiful heritage river.

I would like to highlight a few some important milestones of our journey in partnership with the City and the UTRCA.

A successful international design competition was led by LCF and primarily funded by LCF with an investment of \$500,000 that produced conceptual plans for Ribbon of The Thames.

Through extensive research in other communities we have learned that revitalizing a waterfront is not just about a "pretty river", but stimulates community revitalization and economic investment.

It creates community engagement, civic pride and brings entire community members to enjoy new amenity spaces, to interact providing greater awareness and education of the importance of the River's value and the importance of proper river stewardship.

A revitalized river front will stimulate the economy supporting both local and out- of-city tourism.

LCF has attracted \$2 million in philanthropic gifts towards the Forks Outlook from two community leaders.

We recently received a \$3 million estate gift from well- known London philanthropist toward affordable housing, adjacent to the River in SoHo. This founder of our Foundation believed in this project, but was also keenly aware for the need of increased affordable housing, and what better match she believed than to tie her legacy to SoHo. She was also proud of LCF's investments through our Social Impact Fund in affordable housing. (LCF together with this gift has over \$8 million ready or already invested in repayable loans).

LCF has received a gift of \$750,000 toward BTTR in SoHo. Again, someone who believes in community engagement.

LCF has spoken with two developers who are interested in BTTR and how they might participate in future plans.

We have received a McConnell Foundation grant to advance BTTR as an incorporated entity for its long-term sustainability as an organization, similar to what other cities have done.

Forks of the Thames Inaugural Project

We understand that the original budget for the both inaugural projects may have increased since the conceptual designs were planned. We remain committed to BTTR as we believe in the impact it can have on our community, as outlined above. This is not just about enhancing a river, but engaging all Londoners as contributors to a vibrant and thriving city.

We ask therefore, that the City retain its financial commitment to the Forks. Take the beautiful Dundas Place right down to the River at the Forks. What a destination with new amenities and gathering spaces.

Environmental Assessment in SoHo (EA)

Further, we ask that the City partner with LCF in moving ahead with the EA in SoHo in the first year of the four-year plan so we can move forward with enhancement of waterfront

development on the south side of the River opposite the old hospital lands. We have earmarked some funds to assist.

Our foundation would potentially embark on a capital campaign to support this in partnership with the City.

We will continue to make investments in affordable housing across the city but specifically in SoHo due this recent generous gift mentioned above.

While we may commit to raise significant funds toward this project, we would want the City to be a formal partner in funding this exciting initiative. To date we have received over \$1 million directly related to BTTR river redevelopment in SoHo. We truly believe that the lasting impact on revitalizing the river in SoHo and making it a “go-to destination”,

In Conclusion:

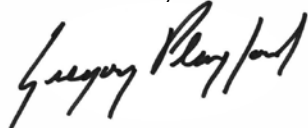
Thank you in advance for taking this request forward in your strategic and budgetary planning. We consent to have this letter included on the public agenda.

We understand that with new leadership comes change. LCF would be pleased to participate in, or lead, a Back to the River presentation to the new Council or the appropriate committee and if we can be of any further assistance, please do not hesitate to ask.

Respectfully submitted,



Martha Powell, President & CEO



Greg Playford, Board Chair



Fred Galloway, Chair BTTR,
Community Mobilization Committee

LONDON COMMUNITY ADVOCATES NETWORK

February 26, 2019

To: City of London, Strategic Planning stratplan2019@london.ca

From: London Community Advocates Network

RE: CITY OF LONDON- STRATEGIC PLAN

The London Community Advocates Network (the “Network”) is comprised of approximately 50 community organizations that assist recipients of Ontario Works and Ontario Disability Support Program benefits in London and Middlesex County. We meet as a group on a quarterly basis with staff from both program areas to provide input into local issues and policies affecting the vulnerable population we serve. In addition, the Network advocates on behalf of low-income Londoners to ensure they are represented vis-à-vis poverty issues at the municipal, provincial, and federal levels.

The Network facilitated a focus group of our member agencies in February to support the Strategic Planning process with discussion and to provide feedback on the Draft Outcomes, Expected Results, and Strategies being developed. Our submission is specifically focused on the “Strengthening our Community” section of the draft plan.

Despite the efforts of London organizations, the number of London and Middlesex individuals living in poverty has increased in the last decade. A recent 2017 study by the London Poverty Research Centre noted that of 15 large cities reviewed, London has the highest per capita of its population on Ontario Works assistance and that the time individuals stay on Ontario Works is the highest as well. A 2015 Poverty Trends in London paper noting the increase in poverty [At 17%, London’s poverty rate eclipses provincial levels], was the impetus for the City to have extensive community consultations that led to the creation of the 2016 London For All—A Roadmap to End Poverty Report. This report notes that 24% of our children are living in poverty, as are 41% of indigenous people of London. In order to “Strengthen our Community” we need to implement programs that improve the quality of life for those living in poverty and to reduce the level of poverty in the community.

Specifically, we would like to highlight some of the recommendations that would meet our previous request for changes:

1. Londoners have access to the supports they need to be successful.

- a. **Affordable & Quality Housing Options**

The average rent for one-bedroom apartment in London has risen 15% during the last year to \$980/month, including a 3.2 per cent jump in June. The last annual survey conducted in October by the Canada Mortgage and Housing Corp. (CMHC) that pegged the vacancy rate for the metro London area at 1.8 per cent,

the lowest rate in 18 years. There are 4,700 people on waiting lists for affordable housing.

Recommendation: Creation of portable housing benefit. In London there is a lack of affordable units. There is a very long waiting list for RGI units. No RGI units are being built in London.

Recommendation: The affordable housing units being created in London have rents in the \$1,000.00 range. This is beyond the financial means of those on OW and ODSP. To meet the **London definition of Affordable Housing**, 50% of the Affordable Housing units need to be affordable to families earning less than \$20,000 per year (those in the 30th percentile). The few being created in London only meet the needs of those in the 60th percentile and we urge you to direct staff to utilize the Affordable Housing Reserve appropriately and to review the reports to ensure this is being implemented. This definition also needs to be enforced when negotiating bonusing with developers requesting zoning bylaw changes.

Recommendation: Direct staff to implement the **Home Ownership Reserve**.

Recommendation: Direct staff to budget the **Ontario Renovates** funding back to the program that was not implemented since 2015. It was offered late in 2018 and the funding was depleted within 2 weeks. Clearly, the need is high and the budget was redirected by administration. Implementation was restricted to seniors and disabled. Those who would benefit include low-income families in critical need. The recovered funding could be directed to meet those excluded from the criteria.

Recommendation: London Middlesex Housing Corporation housing units are valuable **community assets**. These RGI units need to be repaired and maintained for safety and security of potential and current tenants.

b. Support improved access to mental health and addictions services

Recommendation: Housing First demands three cornerstones be met. Clinical supports, Community Supports, and Housing. Those individuals suffering with mental health and addictions need these criteria to be met in order for them to successfully live independently. Any programs that purport to deliver this model must be accountable to show all three criteria are being met.

c. Decrease the number of London residents experiencing poverty

Recommendation: Implement the business case for City of London funded programs/services to pay a living wage and promote it to other businesses (see recommendation 2.10 of the London for All report). The City needs to set the example as a Living Wage Employer.

Recommendation: Create more Childcare spaces and subsidies.

Recommendation: Increase the funding and eligibility criteria for Discretionary Assistance and the Housing Stability Bank access.

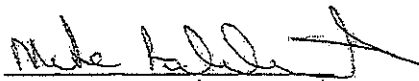
Recommendation: Support Londoners to access affordable public transportation where they live and work; the current plan focuses on getting students to school. We need transit focused on getting residents to where there are jobs and serving our aging population where they live, shop, and access health care services. Accessibility to bus stops needs to be improved to accommodate seniors and disability access.

Recommendation: Advocate to the Province for adequate livable rates for citizens accessing Ontario Works and Ontario Disability Support programs.

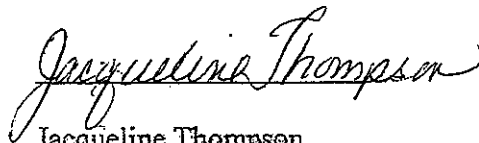
Recommendation: Advocate to the Province to make minimum wage a living wage that is linked to inflation and the Ontario Market Baskets Measures.

Improving accountability and transparency in decision making will enable more Londoners to support decision making. We believe these recommendations need to be prioritized in the budget. As per the above recommendations, clear budget line items specific to the implementation will also promote better opportunity for council to audit the outcomes of the strategies.

Yours truly,



Mike Laliberte
Acting Executive Director
Neighbourhood Legal Services
Co-Chair of London Community
Advocates Network
laliberm@lao.on.ca



Jacqueline Thompson
Executive Director
LIFE*SPIN
Co-Chair of London Community
Advocates Network
lfe@execulink.com

cc Strategic Priorities and Policy Committee - City of London

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 4, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	CORE AREA INFORMED RESPONSE – PILOT UPDATE REPORT

RECOMMENDATION

That, on the recommendation of the City Manager, the following actions **BE TAKEN** with respect to London’s Core Area Informed Response:

- (a) The report entitled “*London’s Core Area Informed Response - A Report on the First 90 Days*” (dated February 2019) **BE RECEIVED**; and,
- (b) Civic Administration **BE DIRECTED** to take the actions necessary to implement the Coordinated Informed Response in 2019, and on a go-forward basis, subject to the necessary budget approvals.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Core Area – Informed Response (SPPC: September 17, 2018)

BACKGROUND

On September 18, 2018 Council resolved that the Core Area Informed Response be received including the proposed approach, process, timelines and key deliverables.

The purpose of this report is to provide Council with the report entitled *London’s Core Area Informed Response – A Report on the First 90 Days (attached as Appendix A)*, and to provide an update on the plan for the response going forward in 2019.

Like many other communities across Canada, London is experiencing an increase in street-involved activity including unpredictable and disruptive behaviours, vandalism and excessive garbage, disruption to businesses, trespassing and urban camps. These challenges are related, in part, to the increased risks from substance use, mental illness, homelessness, and pressures on the supports, treatment and available housing stock.

The Core Area Informed Response (Response) is a caring and compassionate response that aims to support individuals who are street-involved, sleeping rough and urban camping in finding safe alternative solutions focused on housing. The collaborative Response links to the City of London’s Strategic Plan, the London Plan, the Homeless Prevention and Housing Plan, and the Community Mental Health and Addiction Strategy. Links to community plans and initiatives include the Community Drug and Alcohol Strategy, London for All initiative and other related activities.

The Core Area Informed Response is based on principles that guide the strategies and implementation of actions. The principles include:

- We will work collaboratively across all service areas and with other groups;
- We will learn from other communities and employ focused solutions;
- We will assess the effectiveness of our actions and use the results to make evidence-informed decisions;

- We will embed harm reduction pillars in our work;
- We will be a caring and compassionate community; and,
- We will build on infrastructure and services that currently exist.

Five core strategies and a series of short, medium and long-term actions were identified and approved by Council in September 2018. The strategies include:

- Work collaboratively to solve homelessness through a Housing First approach;
- Maintain the safety and cleanliness of private and public spaces;
- Protect and promote the safety of Londoners;
- Provide a caring and compassionate response and enhance services available; and,
- Invest in collaborative work practices to support the effective implementation of this informed response.

Implementation of Pilot Program

In September 2018, a number of service areas within the City of London and partner organizations launched a 16 week pilot program, known as the Core Area Informed Response. Response partners included London Police Service, London Cares and City Services such as Homeless Prevention, Municipal Bylaw Enforcement, Planning, Parks, Roads and Transportation, Social Services, Corporate Security and Service London. The pilot set out to:

- Implement the short-term actions identified in the Core Area Informed Response Strategy;
- Provide an immediate response to address the issues causing public concern;
- Learn more about what was happening in London to better understand the situation; and,
- Collect data to strengthen the Core Area Informed Response in the future.

The pilot program included an evaluation aimed at learning more about the characteristics and behaviours of street involved individuals including those that are urban camping and sleeping rough, and to strengthen a coordinated response in the future. Findings are considered preliminary and include the following key observations:

- 93 individuals were provided with housing search support
- 94 urban campsites were removed
- 196 instances of sleeping rough were addressed

Preliminary information about individuals urban camping and sleeping rough included:

- Of the 59 individuals who responded: 71% male; 26% female and 3% identified as other gender
- 94% reported living with an addiction
- 17% indicated they had been in London less than 6 months

The pilot program was successful in engaging numerous community partners in the response, engaging with individuals with lived experience and testing various approaches to build on a city-wide collaborative response.

Next Steps

Based on the principles and informed by the evaluation, and on a go-forward basis commencing April 1, 2019, the city-wide Coordinated Informed Response will have in place a coordinated cross-functional team to provide a caring and compassionate response to the unpredictable and disruptive behaviours of individuals that are sleeping rough and urban camping related to substance use and mental illness. The results of the evaluation, and knowledge gained by working in an integrated pilot program will be applied to adapt the strategies and actions to better serve needs in London. Results will continue to be monitored and evaluated.

FINANCIAL IMPACT

The cost of the 2019 Coordinated Informed Response activities is estimated to be approximately \$1.25 million for the nine months beginning April 1, 2019. This includes costs related to coordination, outreach, cross-functional response and evaluation. There is currently no approved budget for this work. As a result, Civic Administration intends to fund the 2019 cost of this initiative from the tax supported Efficiency, Effectiveness and Economy Reserve on a one-time basis, noting that the projected 2019 ending balance of this reserve is approximately \$12.8 million.

The intended uses of the Efficiency, Effectiveness and Economy Reserve are:

- (a) To provide funding for opportunities that create efficiency, effectiveness and economy within the City’s tax supported operations; and,
- (b) To provide funding for contingency costs in excess of funds available in the contingency reserve (OBCR).

In general, the Efficiency, Effectiveness and Economy Reserve aims to provide funding for opportunities that create a return for the City. Returns can include increased future revenues, decreased future expenditures, increased service levels, improved service quality, etc. Civic Administration believes this is an appropriate source of funding as the Coordinated Informed Response aims to more efficiently and effectively address city-wide issues by adopting a cross-functional, coordinated and targeted approach.

Civic Administration will be bringing forward a business case for consideration as part of the 2020-2023 Multi-Year Budget in order to secure permanent funding for this initiative beyond 2019.

PREPARED BY:	PREPARED BY:
JIM YANCHULA MANAGER, DOWNTOWN PROJECTS & BUSINESS RELATIONS, ENVIRONMENTAL & ENGINEERING SERVICES	JAN RICHARDSON MANAGER, STRATEGIC INITIATIVES - HOMELESS PREVENTION & HOUSING, HOUSING, SOCIAL SERVICES & DEARNESS HOME
SUBMITTED BY:	RECOMMENDED BY:
SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES & DEARNESS HOME	MARTIN HAYWARD CITY MANAGER



February
2019

London's Core Area **Informed Response**

A Report on the First 90 Days

London's Response to Street-Involved Activity, Including Unpredictable, Disruptive Behaviours, Urban Camping, and Sleeping Rough.

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What is the Core Area Informed Response?

What is happening in London?

Like many other communities across Canada, London is experiencing an increase in street-involved activity, including unpredictable and disruptive behaviours, vandalism and excessive garbage, disruption to businesses, trespassing, and urban camps.

These challenges are, in part, a result of increased risks from substance use, untreated mental illness, homelessness, and pressures on the supports, treatment, and housing available.

Other communities, such as Windsor, Vancouver, Ottawa, Calgary, Hamilton, Toronto, and many others, are experiencing similar challenges.

How did the City of London respond?

In September 2018, service areas within the City of London and partner organizations launched a pilot program known as the Core Area Informed Response. The Core Area Informed Response is a caring and compassionate response that aims to support individuals who are street involved, sleeping rough, and urban camping in finding safe alternative solutions focused on housing.

City of London service areas, divisions, and partners that were part of the Core Area Informed Response include: City Manager's Office, Communications, Corporate Security and Emergency Management¹, Human Resources, Homeless Prevention, London Cares, London Police Service², Municipal Law Enforcement, Parks and Recreation, Road Maintenance, and Social Services. Additional service areas and partners will continue to be engaged moving forward.

Urban camp definition: Urban camps are makeshift, temporary physical structures set up in an urban environment or park.

Sleeping rough definition: Sleeping rough is when an individual is sleeping in the open without a physical structure, such as a park bench or stairwell.

¹ Corporate Security had dedicated resources for a 60-day period starting September 17, 2019.

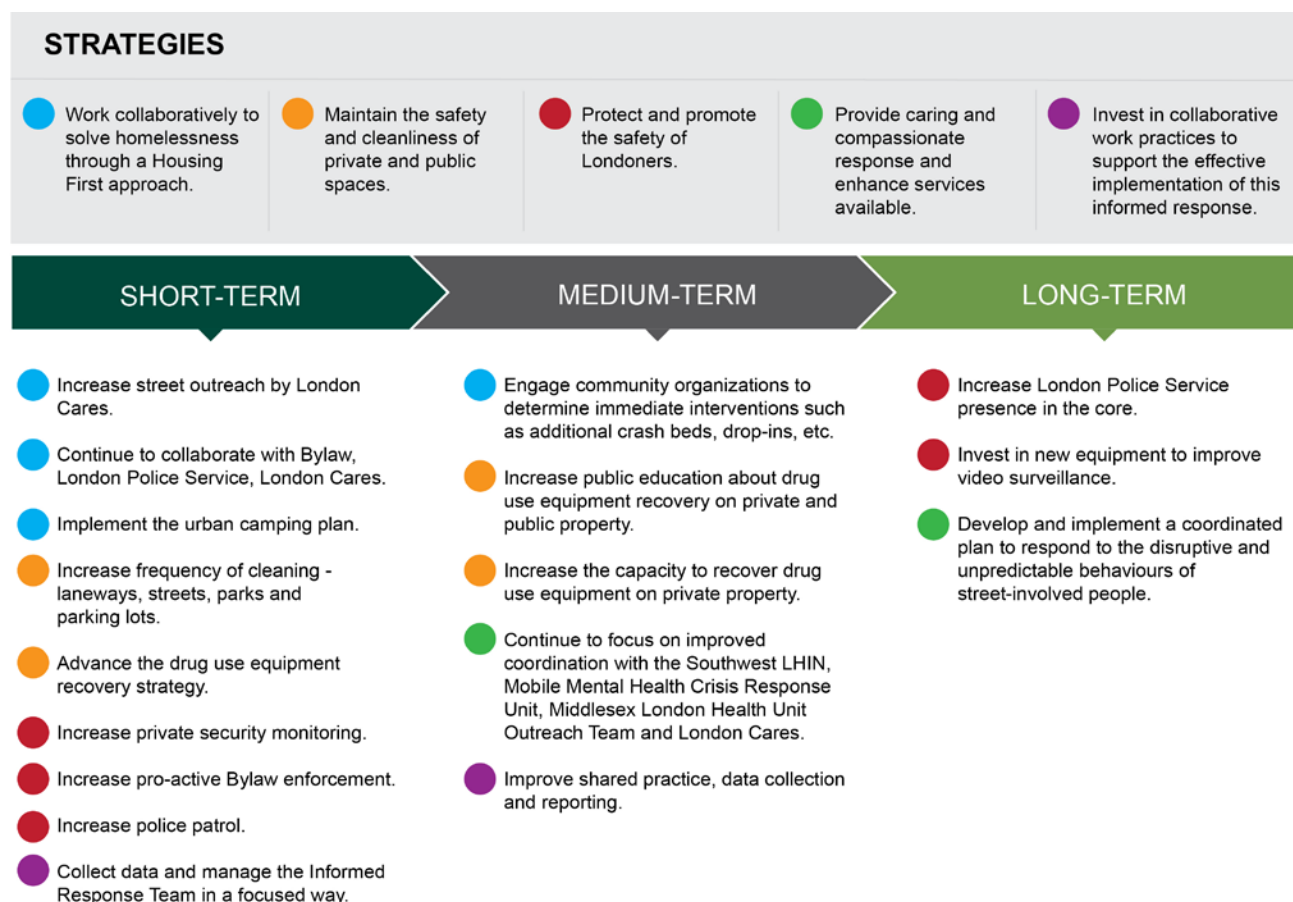
² London Police Service had dedicated Officers for 30-day period starting October 15, 2019.

The principles that guide the Core Area Informed Response include:

1. We will work collaboratively across all service areas and with other groups.
2. We will learn from other communities and employ focused solutions.
3. We will assess the effectiveness of our actions and use the results to make evidence-informed decisions.
4. We will embed harm reduction pillars in our work.
5. We will be a caring and compassionate community.
6. We will build on infrastructure and services that currently exist.

The Core Area Informed Response includes five core strategies and a series of short, medium, and long-term actions. See Fig. 1 below.

Fig. 1



What did we do between September and December 2018?

Between September 17, 2018 and December 16, 2018, the City of London and its partners set out to:

- pilot the short-term actions in the Core Area Informed Response;
- provide an immediate proactive response to address the issues causing public concern;
- learn more about what was happening in London to better understand the situation; and,
- collect data to strengthen the Core Area Informed Response in the future.

The core area was defined by the boundaries on the map on the map below.



What did we do during the Core Area Informed Response pilot?

Data in this report was collected between September 17, 2018 – December 16, 2018. This was a pilot initiative and therefore baseline data was not available for trend analysis purposes. The data collected through the pilot will serve as baseline data for future reports and allow for a trend analysis to be completed.

London Police Service and Corporate Security were the two main contributors to the data related to criminal behaviour, unpredictable behaviour, and destruction and vandalism, and therefore, the corresponding data only relates to the timeframe of their involvement, which was 30 days for London Police Service and 60 days for Corporate Security. Data provided by London Police Service relates only to the involvement of the four London Police Officers involved in the Core Area Informed Response.

The following is an overview of the results from the Core Area Informed Response pilot from all participating services.

Solve Homelessness	
196 instances of sleeping rough were addressed	94 urban camps were removed
85 referrals were made to emergency shelter	93 individuals were provided with housing search support
49 housing viewings were attended with individuals	13 individuals were housed

Protect the Well-Being of Londoners	
509 instances of loitering were addressed	61 instances of unpredictable, disruptive behaviour were addressed
22 instances of criminal behaviour were addressed	6 instances of destruction or vandalism were addressed

Clean Up Public and Private Spaces	
132,945 syringes were recovered from needle bins in the core area ³	1,997 syringes were recovered from urban camps and sleeping rough locations
401 instances of debris in public spaces were cleaned up	84 bins of garbage ⁴ were picked up from urban camps and sleeping rough locations

Provide Caring and Compassionate Services	
32 referrals were made to social services	30 referrals were made to housing services
29 referrals were made to justice services	28 referrals were made to health services
20 referrals were made to food services	

³ 98.5% of syringes collected during the pilot were collected from stationary needle collection bins.

⁴ Items of value were stored and available for retrieval by owners. Very few individuals retrieved these items. Valuables which appeared to be stolen were taken to London Police Service.

What did we learn about urban camps and sleeping rough?

The following is an overview of the results from the Core Area Informed Response pilot related to urban camps and sleeping rough.

Urban Camps and Sleeping Rough Occurrences With Individuals On-Site	
37% of the 94 urban camps had individuals on-site	98% of the 196 sleeping rough occurrences had individuals on-site

Number of Individuals On-Site at Urban Camps and Sleeping Rough Occurrences	
<i>Of the 35 urban camps with individuals on-site:</i>	<i>Of the 192 sleeping rough occurrences with individuals on-site:</i>
51% had 1 individual on-site	48% had 1 individual on-site
34% had 2 individuals on-site	27% had 2 individuals on-site
15% had 3 or more individuals on-site	25% had 3 or more individuals on-site

Visible Substance Use Equipment On-Site	
43% of 68 ⁵ urban camps had substance use equipment on-site	15% of 84 sleeping rough occurrences had substance use equipment on-site

⁵ Data related to visible substance use equipment on-site was only available for 68 of the 94 urban camps and 84 of the 196 sleeping rough occurrences.

What did we learn about individuals sleeping rough or in urban camps?

When London Cares was on-site at an urban camp or sleeping rough occurrence, Outreach Workers gathered information about individuals to aid in providing referrals and support. Providing information was voluntary and therefore the data is not representative of all individuals engaged during the Core Area Informed Response. The response rate to some questions is lower than others. This may be due to the fact that it takes time for individuals to feel comfortable disclosing information that is more personal in nature.

The following is an overview of the results from the Core Area Informed Response pilot related to individuals sleeping rough or in urban camps.

Age Range of Individuals	
<i>48 individuals responded</i>	
2% - 15 – 19 years of age	
23% - 20 – 29 years of age	
36% - 30 – 39 years of age	
10% - 40 – 49 years of age	
21% - 50 – 59 years of age	
8% - 60 years of age or older	

Gender of Individuals		
<i>59 individuals responded</i>		
71% Male	26% Female	3% Other Gender ⁶

⁶ Responses from individuals included transgender and unknown.

Source of Income		
<i>44 individuals responded</i>		
50% Ontario Works	48% Ontario Disability Support Program	2% Employment Insurance

Interest in Assistance Securing Housing
96% of 46 individuals wanted assistance to secure housing

Length of Time in London
<i>18 individuals responded</i>
61% in London all their life
5% in London 2 years or more
17% in London between 6 months and 2 years
17% in London less than 6 months

Health Concerns	
94% of 34 individuals reported living with an addiction	92% of 25 individuals reported living with a mental health issue
88% of 25 individuals reported living with a chronic medical condition	53% of 19 individuals reported living with a physical disability

Factors that Would Help Individuals Find and Keep Housing
<i>41 individuals responded</i>
73% said affordable housing
44% said financial supports
20% said assistance to secure housing

What did we learn from the community?

Community members who live and work in the core area shared their opinions about the Core Area Informed Response through a survey distributed through Business Improvement Associations (BIAs) and community and neighbourhood associations.

27% of the 124 respondents said the core area looked cleaner	19% of the 123 ⁷ respondents said they felt safer in the core area ⁸	16% of the 123 respondents said there were fewer people sleeping outside or in urban camps
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Community members told us that...

They noticed a difference.

“Overall, a huge improvement. Thank you.”

“From our little corner of the world, we have seen much improvement. So little steps...I think there is some progress that is noticeable.”

This is a community issue, not just a City issue.

“Would like to see property owners be held responsible for keeping their frontage in good repair.”

“The difference was noticeable, but not dramatically so. Tough to stay on top of the issue without complete community participation.”

There is still more work to be done.

“It will take time. Keep trying. Good start.”

“I expect that, though efforts may have been mounted, the crises we are seeing are on the rise and we are not keeping up.”

⁷ A total of 124 individuals responded to the survey. However, one individual only responded to one question. Therefore, one question had 124 respondents and the remaining questions had 123 respondents.

⁸ A number of individuals reported they have never felt unsafe and therefore their response indicated no change.

What are the next steps?

1. Use the key learnings and data from the pilot to better understand results and impact and to strengthen the Coordinated Informed Response.
2. Plan for and implement the Coordinated Informed Response actions through consultation and the City's budgeting process.

What can you do?

In some situations, an individual or groups of individuals may demonstrate distressing, disruptive, and/or unpredictable behaviours. Here is what you can do:

If someone is in distress:

- In an emergency situation, if someone is causing harm to themselves, others, or property, call 911.
- If someone appears to be experiencing homelessness, call **London Cares at 519-667-2273 (CARE)**, available 24 hours a day, 7 days a week.

If you see an urban camp:

- Do not attempt to remove the camp.
- Report the location and details to es@london.ca or call **519-661-4570**.

If you find discarded needles or drug use equipment:

- If you come across needles and other drug use equipment found on City property, call **519-661-CITY (2489) ext. 4965**. This phone line is answered 24 hours a day, 7 days a week.
- For more information on the safe handling and disposal of needles and other drug use equipment, visit london.ca/needles.

1ST REPORT OF THE
GOVERNANCE WORKING GROUP

Meeting held on January 14, 2019, commencing at 2:30 PM, in Committee Room #5, Second Floor, London City Hall.

PRESENT: Councillors S. Hillier, A. Kayabaga, S. Lewis, J. Morgan and P. Squire, and C. Saunders (Secretary).

ABSENT: Councillor M. van Holst.

ALSO PRESENT: M. Hayward and G. Zhang.

1. CALL TO ORDER

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

1.2 Election of Chair and Vice Chair

That Councillor J. Morgan BE ELECTED Chair and Councillor S. Lewis BE ELECTED Vice Chair of the Governance Working Group (GWG) for the term ending November 30, 2019.

2. CONSENT ITEMS

2.1 Terms of Reference

That the draft Terms of Reference for the Governance Working Group appended to the January 14, 2019, Governance Working Group Agenda, BE RECEIVED.

2.2 Deferred Matters List

That the Governance Working Group 2019 Deferred Matters List appended to the January 14, 2019, Governance Working Group Agenda, BE RECEIVED.

3. ITEMS FOR DISCUSSION

3.1 Meeting Schedule

That the City Clerk BE DIRECTED to make the appropriate arrangements to schedule future meetings of the Governance Working Group (GWG) to be held on Mondays on which a Strategic Priorities and Policy Committee meeting is scheduled to be held, commencing at 2:00 PM, when required.

3.2 Council Policy Review Procedure

That the document entitled "Policy for the Establishment and Maintenance of Council Policies" appended to the January 14, 2018 Governance Working Group Agenda, BE RECEIVED.

3.3 Council Expense Restrictions

That, the Municipal Council resolution dated December 19, 2018 regarding a communication from Councillor M. van Holst with respect to Council expense restrictions BE REFERRED to a future meeting of the Governance Working Group to provide Councillor M. van Holst with an opportunity to speak to the matter.

3.4 Council Policy for Debate at Standing Committee Meetings

That, the Municipal Council resolution dated December 19, 2018 regarding a communication from Councillor M. van Holst with respect to Council policy for debate at standing committee meetings BE REFERRED to a future meeting of the Governance Working Group to provide Councillor M. van Holst with an opportunity to speak to the matter.

3.5 Process for Public Appointments to Boards and Commissions

That the City Clerk BE REQUESTED to bring forward to a future meeting of the Governance Working Group (GWG) a report on processes other municipalities undertake to recruit and appoint members of the public to boards and commissions at the beginning of a Council term; it being noted that the GWG received the Municipal Council resolution dated December 6, 2018 regarding this matter.

4. DEFERRED MATTER/ADDITIONAL BUSINESS

None.

5. ADJOURNMENT

The meeting adjourned at 2:52 PM.

February 15, 2019

Chair and Members of the
Strategic Priorities and Policy Committee

Re: Resignation – Councillor A. Kayabaga

It is with regret that I submit my resignation related to my appointment as a Member of the London Public Library Board and as an Alternate Voting Member of the Elgin Area Primary Water Supply System Joint Board of Management.

As I am currently appointed to a number of Boards and Commissions, along with my responsibilities as a Member of Council, I have found that the workload exceeds what I had anticipated when I put my name forward for consideration of appointments. I also note that the meeting time of the London Public Library Board conflicts with the meeting time of another Board that I have been appointed to. Given that I am committed to be appropriately prepared and to participate fully in all matters before Boards, Commissions, Standing Committees and Municipal Council, I believe that it is necessary that I resign these positions.

I thank you for your understanding of this matter.

Respectfully submitted,

A handwritten signature in blue ink, appearing to be 'Arielle Kayabaga', with a large circular flourish at the beginning.

Arielle Kayabaga,
Councillor Ward 13



February 12, 2019

SENT BY EMAIL to csaunders@london.ca

Attention: Cathy Saunders, City Clerk City of London

City Clerks Office
City Hall, 300 Dufferin Avenue
PO Box 5035
London, ON N6A 4L9

Dear Ms. Saunders:

REGARDING: HDC Annual Meeting of the Sole Shareholder

At its meeting of January 17, 2019, the Board of Directors of the Housing Development Corporation, London (HDC) resolved to:

1. Request a meeting of the Shareholder. HDC requests to appear before the Strategic Priorities and Policy Committee (SPPC) of Municipal Council, at its June 24, 2019 scheduled meeting for our annual meeting of the Sole Shareholder. HDC requests delegation status to provide the Shareholder a presentation on the HDC annual report of 2018; and
2. Request the Sole Shareholder approve the reappointment of Dick Brouwer and Louise Stevens, Board Members, Class 1, and ratify the same through a by-law at the meeting of the Shareholder. This request is in accordance with the HDC Business Plan, HDC Shareholder Declaration, and municipal By-law A-7433-212.

The HDC Board was designed with staggered board appointments for renewable three (3) year terms. The above request for reappointment comes with the agreement of the Class 1 members, the unanimous agreement of the HDC Board, and with an understanding that the stability and continuity of the current Board supports the ongoing start-up activities of HDC.

Please advise if Civic Administration is requiring anything for the corresponding report related to the standard resolutions and receipt of the HDC audit. Please note, the HDC audit has been scheduled through the City's Finance office with KPMG and is targeted to be completed for the requested meeting date.

We look forward to our meeting with the Shareholder.

Yours truly,

A handwritten signature in black ink, appearing to read "Stephen Giustizia".

Stephen Giustizia President & CEO, on behalf of,
Housing Development Corporation, London (HDC) Board of Directors

c. S. Datars Bere, Managing Director, HSSD and City of London Shareholder Liaison.



February 12, 2019

Attn: SPPC Committee Chair and Members,
RE: Interim BIA Board Member Appointment

Chair and Members of the Strategic Priorities and Policy Committee;

The Old East Village BIA would like to put forward Robert Campbell as an interim BIA Board Director. Mr. Campbell owns property within the BIA boundary and therefore is eligible for Board Membership. We request your conformation of him to the BIA Board of Directors for the remainder of the 2015-2019 term.

Kind regards,

A handwritten signature in black ink, appearing to read "J. Pastorius".

Jennifer Pastorius
General Manager
Old East Village BIA

Cc: Maria Drangova, Old East Village BIA Board Chair



January 31st, 2019..

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

Attention: Chair and members – Strategic Priorities and Policy Committee.

Re: London Downtown Business Association 2019 – 2022 Board of Directors.

Dear Chair and Members:

The current board of the London Downtown Business Association created a Nominating Task Force to perform the duties and call for nominations to our board of directors for the 2019 - 2022 term. The 2014 -2018 board of directors approved this slate at our November 15th, 2018 board meeting for presentation at our Annual General Meeting on January 22nd, 2019.

We present the following individuals for your consideration:

Gerald Gallacher, Nicholson Sheffield Architects	2013
Bob Usher, Covent Garden Market	2004
David Kirwin, Kirwin Fryday Medcalf Lawyers	2015
Deb Harvey, Grand Theatre	2013
Dennis Winkler, Winks Eatery	2015
John Fyfe- Millar, To Wheels	2015
Lori DaSilva, London Convention Centre	2013
Adam Carapella, Tricar Group	2019
Jason Dickson, Brown and Dickson	2019
Michelle Giroux, Fanshawe College, Downtown Campus	2019
Marcello Perzia, Marcello's Hairstyling	2019
Keith McAlister, Summit Properties	2019
Ben Cowie, London Bicycle Café.	2019

Sincerely,

A handwritten signature in blue ink, appearing to read "Janette".

Janette MacDonald
CEO and General Manager

A handwritten signature in black ink, appearing to read "Robert T. Usher".

Robert T. Usher
Chair – Nominating Task Force.

Monday, March 4, 2019

Chair and Members of the Strategic Priorities and Policy Committee

Re: Rapid Transit and Other Transportation Projects Seeking PTIS Funding

City Council is currently in the midst of determining which transportation projects to include for consideration under the Federal Public Transit Infrastructure Fund. Given that the results of Council's ultimate decision will have far-reaching, city-wide implications, it is imperative that all of council be fully engaged at the committee level which will allow for more robust discussion and debate.

This has been standard procedure in the past for projects of this magnitude.

We request, therefore, that the following recommendation be supported:

"The Civic Administration BE DIRECTED to:

- a) Consign to meetings of the Strategic Priorities and Policy Committee any and all BRT related matters, including but not limited to reports, presentations and councillor submissions that have regard to Rapid Transit or any project seeking funding through the \$204 million allocated to London under the Federal Public Transit Infrastructure Stream (PTIS) and the \$170 million Provincial funding commitment;
- b) Reports of Rapid Transit Implementation Group be directed to SPPC;
- c) Continue with this practice until such time as council explicitly directs otherwise."

Respectfully Submitted,

Maureen Cassidy

Councillor, Ward 5

Anna Hopkins

Councillor, Ward 9