

Strategic Priorities and Policy Committee

Report

12th Meeting of the Strategic Priorities and Policy Committee
April 8, 2019

PRESENT: 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. Pelozo, A. Kayabaga, S. Hillier

ALSO PRESENT: A. Barbon, B. Card, I. Collings, S. Corman B. Coxhead, S. Datars-Bere, J. Fleming, G. Kotsifas, L. Livingstone, J. McGonigle, K. Murray, K. Pawelec, A. Rammeloo, C. Saunders, M. Schulthess, C. Smith, S. Stafford, J. Stanford, J. Taylor, and R. Wilcox.

The meeting was called to order at 5:04 PM, with all Members present.

1. Disclosures of Pecuniary Interest

That it BE NOTED that the following pecuniary interests were disclosed:

- a) Councillor S. Turner discloses a pecuniary interest in Strategy SOC-12 and SOC-13, having to do with licensed child care and early years opportunities, by indicating that his wife is an employee of an EarlyON centre;
- b) Councillor P. Van Meerbergen discloses a pecuniary interest in Strategy SOC-12 and SOC-13, having to do with licensed child care and early years opportunities, by indicating that his wife operates a daycare; and,
- c) Councillor S. Lehman discloses a pecuniary interest in Strategy GOE-21, having to do with London's downtown, by indicating that he is a member of the London Downtown Business Association.

2. Consent

Moved by: J. Morgan

Seconded by: E. Pelozo

That Items 2.1, 2.2, and 2.3 BE APPROVED.

Yeas: (15): Mayor E. Holder, 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. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

2.1 Corporate Asset Management Policy

Moved by: J. Morgan

Seconded by: E. Pelozo

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, with the advice of the Manager III, Corporate Asset Management, the proposed by-law appended to the staff report dated April 8, 2019 as Appendix "A" BE INTRODUCED at the Municipal Council meeting on April 23, 2019 to approve the Corporate Asset Management Policy.

Motion Passed

2.2 London Community Grants Policy Update

Moved by: J. Morgan

Seconded by: E. Pelosa

That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire Services, the following actions be taken with respect to the London Community Grants Policy:

- a) that the staff report dated April 8, 2019 entitled "London Community Grants Policy Update", BE RECEIVED; and,
- b) the proposed by-law appended to the staff report dated April 8, 2019 as Appendix A BE INTRODUCED at the Municipal Council Meeting to be held on April 23, 2019, to repeal and replace By-law No. CPOL.-283-274, entitled London Community Grants Policy; it being noted that Council Policies must be reviewed annually in accordance with the Policy for the Establishment and Maintenance of Council Policies.

Motion Passed

2.3 City of London Service Review: Project Update

Moved by: J. Morgan

Seconded by: E. Pelosa

That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the staff report dated April 8, 2019 entitled "City of London Services Review: Project Update", BE RECEIVED; it being noted that KPMG will undertake, on behalf of the City of London, in-depth reviews ("Deep Dives") of the following opportunities:

1. Service Delivery for Housing;
2. User Fees For Municipal Services; and,
3. Service Delivery for Municipal Golf.

Motion Passed

3. Scheduled Items

3.1 Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates

Moved by: M. Cassidy

Seconded by: E. Pelosa

That, the following actions be taken with respect to the draft Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results and Strategies:

- a) the staff report dated April 8, 2019 entitled "Council's Strategic Plan 2019-2023: Updated Outcomes, Expected Results, Strategies, and Metrics", BE RECEIVED;
- b) the attached revised "Council's Strategic Plan 2019-2023: Final Outcomes, Expected Results, Strategies, and Metrics" BE APPROVED with the exception of Strategies SOC-12, SOC-13, and GEO-21, and the Strategy under "Building a Sustainable City" for the "replacement of surface parking with efficient, convenient and cost-effective public parking

resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy)";

c) Strategies SOC-12 and SOC-13 BE APPROVED;

d) Strategy GOE-21 BE APPROVED;

e) the new Strategy under "Building a Sustainable City" for the "replacement of surface parking with efficient, convenient and cost-effective public parking resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy)" BE APPROVED; and,

f) the attached "Council Strategic Plan 2019-2023", BE ADOPTED;

it being noted that the Strategic Priorities and Policy Committee received the attached presentation with respect to Back to the River from the Managing Director, Planning and City Planning;

it being further noted that Strategic Priorities and Policy Committee received the attached presentation from Martha Powell, President & CEO, London Community Foundation, and received a verbal delegation from F. Galloway with respect to Back to the River;

it being further noted that the Strategic Priorities and Policy Committee received a communication dated April 4, 2019 and heard the attached presentation from M. Walker, Abused Women's Centre, S. Yeo, and Dani Bartlett, Labour Programs & Services Coordinator, United Way Elgin Middlesex with respect to Snap Shot and for support for Anova and the London Abused Women's Centre;

it being further noted that the Strategic Priorities and Policy Committee received communications dated April 4 and 5, 2019 and heard a verbal delegation from Robert Huber, President, Thames River Anglers Association with respect to One River, Environmental Assessment;

it being further noted that the Strategic Priorities and Policy Committee received the following communications:

a communication dated April 2, 2019 from Elizabeth Gordon;

a communication dated April 1, 2019 from Steve Holland, President, CUPE 101;

a communication from Tim Kelly, Executive Director, Changing Ways;

a communication dated April 2, 2019 from John Pare, Chief of Police;

a communication dated April 2, 2019 from Linda MacDonald and Jeanne Sarson, Co-founders Persons Against Non-State Torture (NST) Human Rights Defenders;

a communication dated April 2, 2019 from Kelly Ziegner, Chief Executive Officer, United Way Elgin Middlesex;

a communication dated April 3, 2019 from Jeanette Westbrook, Survivor of Non State Torture, and Extreme Violence;

a communication from Sandy Levin regarding suggested changes to Strategic Plan metrics;

it being pointed out that the attached presentation from the Managing Director, Neighbourhood, Children & Fire Services, was received.

Motion Passed

Voting Record

Moved by: M. van Holst

Seconded by: A. Hopkins

That the request for delegation status from the London Community Foundation BE GRANTED for 10 Minutes.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

Moved by: S. Lewis
Seconded by: E. Peloza

That the request for delegation status from Robert Huber, President, Thames River Anglers Association, BE APPROVED to be heard at this time.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

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

That the Strategic Plan section, Building a Sustainable City, Outcome 2, BSC-20 BE AMENDED to read: "Bring Londoners Back to the River by revitalizing the Thames River", deleting "radiating from the Forks"; and by deleting metric #1, "% of inaugural project at the Forks completed".

Yeas: (6): S. Lewis, P. Squire, S. Lehman, P. Van Meerbergen, E. Peloza, and S. Hillier

Nays: (9): Mayor E. Holder, M. van Holst, M. Salih, J. Helmer, M. Cassidy, J. Morgan, A. Hopkins, S. Turner, and A. Kayabaga

Motion Failed (6 to 9)

Moved by: E. Peloza
Seconded by: J. Helmer

That the request for delegation status from Dani Bartlett, Labour Programs & Services Coordinator, United Way Elgin Middlesex, BE APPROVED to be heard at this time.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

Moved by: M. Salih
Seconded by: J. Helmer

That the attached strategic area of focus "Creating a Safe London for Women and Girls" BE INCLUDED in the Council Strategic Plan.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

Moved by: Mayor E. Holder

Seconded by: M. Salih

That the following action be taken with respect to the Strategic Plan:

a) the following new Strategy and related Metrics BE ADDED to “Growing our Economy (GOE)”:

i) Strategy

“Increase the employment rate for Londoners who are not currently participating in the workforce.”

ii) Metrics

“% of Londoners aged 25-64 who are ‘not employed’

London’s participation rate

London’s unemployment rate”

b) the following new Metric BE ADDED to Strategy “BSC-29 – Support Londoners to access affordable public transit where they live and work”:

i) “BSC-29 Metric

% service hour improvements to industrial areas”

c) the following actions be taken with respect to Strategy GOE-23:

i) Strategy GOE-23 BE AMENDED to read as follows:

“Improve administrative and regulatory processes and by-law requirements to enhance London’s competitiveness”

ii) Metrics related to GEO-23 BE AMENDED by adding the following new Metrics:

“% of building permit applications reviewed within legislated timeframes

% of development applications meeting Planning Act timeframes”

d) the following new Strategy and related Metrics BE ADDED to “Building a Sustainable City (BSC)”:

i) Strategy

“Replacement of surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy).”

ii) Metrics

“TBD”

e) Strategy GOE-11 BE AMENDED to read as follows:

“Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.”

Motion Passed

Voting Record of proposed Amendment

Moved by: Mayor E. Holder

Seconded by: M. Salih

The motion to approve parts a) b) c) and e) of the above-noted proposed amendment is put.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

Moved by: Mayor E. Holder

Seconded by: M. Cassidy

The motion to approve part d) of the above-noted proposed amendment is put.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Recuse: (1): S. Lehman

Motion Passed (14 to 0)

Voting Record of Item 3.1

Moved by: S. Lewis

Seconded by: S. Turner

Motion to approve parts a), b) and f) of Item 3.1 is put.

"That, the following actions be taken with respect to the draft Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results and Strategies:

a) the staff report dated April 8, 2019 entitled "Council's Strategic Plan 2019-2023: Updated Outcomes, Expected Results, Strategies, and Metrics"; BE RECEIVED;

b) the attached revised "Council's Strategic Plan 2019-2023: Final Outcomes, Expected Results, Strategies and Metrics" BE APPROVED with the exception of Strategies SOC-12, SOC-13, and GEO-21, and the Strategy under "Building a Sustainable City" for the "replacement of surface parking with efficient, convenient and cost-effective public parking resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy)";

f) the attached "Council Strategic Plan 2019-2023, BE ADOPTED;

it being noted that the Strategic Priorities and Policy Committee received the attached presentation with respect to Back to the River from the Managing Director, Planning and City Planning;

it being further noted that Strategic Priorities and Policy Committee received the attached presentation from Martha Powell, President & CEO, London Community Foundation, and received a verbal delegation from F. Galloway with respect to Back to the River;

it being further noted that the Strategic Priorities and Policy Committee received a communication dated April 4, 2019 and heard the attached presentation from M. Walker, Abused Women's Centre, S. Yeo, and Dani Bartlett, Labour Programs & Services Coordinator, United Way Elgin Middlesex with respect to Snap Shot and for support for Anova and the London Abused Women's Centre;

it being further noted that the Strategic Priorities and Policy Committee received communications dated April 4 and 5, 2019 and heard a verbal delegation from Robert Huber, President, Thames River Anglers Association with respect to One River, Environmental Assessment;

it being further noted that the Strategic Priorities and Policy Committee received the following communications:

a communication dated April 2, 2019 from Elizabeth Gordon;
a communication dated April 1, 2019 from Steve Holland, President, CUPE 101;
a communication from Tim Kelly, Executive Director, Changing Ways;
a communication dated April 2, 2019 from John Pare, Chief of Police;
a communication dated April 2, 2019 from Linda MacDonald and Jeanne Sarson, Co-founders Persons Against Non-State Torture (NST) Human Rights Defenders;
a communication dated April 2, 2019 from Kelly Ziegner, Chief Executive Officer, United Way Elgin Middlesex;
a communication dated April 3, 2019 from Jeanette Westbrook, Survivor of Non State Torture, and Extreme Violence;
a communication from Sandy Levin regarding suggested changes to Strategic Plan metrics;

it being pointed out that the attached presentation from the Managing Director, Neighbourhood, Children & Fire Services, was received."

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

Moved by: A. Kayabaga
Seconded by: J. Morgan

The motion to approve part c) of Item 3.1 is put.

"c) Strategies SOC-12 and SOC-13 BE APPROVED;"

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, E. Peloza, A. Kayabaga, and S. Hillier

Recuse: (2): P. Van Meerbergen, and S. Turner

Motion Passed (13 to 0)

Moved by: S. Lewis
Seconded by: S. Hillier

The motion to approve part d) of Item 3.1 is put.

"d) Strategy GOE-21 BE APPROVED;"

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Recuse: (1): S. Lehman

Motion Passed (14 to 0)

Moved by: J. Helmer
Seconded by: E. Pelosa

The motion to approve part e) of Item 3.1 is put.

"e) the new Strategy under "Building a Sustainable City" for the "replacement of surface parking with efficient, convenient and cost-effective public parking resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy)" BE APPROVED;"

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Recuse: (1): S. Lehman

Motion Passed (14 to 0)

4. Items for Direction

Moved by: A. Hopkins
Seconded by: J. Helmer

That Items 4.2 through 4.7 BE APPROVED

Yeas: (15): Mayor E. Holder, 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. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.2 Request for a Shareholder's Meeting - London Hydro

Moved by: A. Hopkins
Seconded by: J. Helmer

That the following actions be taken with respect to the 2018 Annual General Meeting of the Shareholder for London Hydro Inc.:

a) the 2018 Annual General Meeting of the Shareholder for London Hydro Inc. BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 24, 2019, for the purpose of receiving the report from the Board of Directors of London Hydro Inc. in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and

b) the City Clerk BE DIRECTED to provide notice of the 2018 Annual Meeting to the Board of Directors for London Hydro Inc. and to invite the Chair of the Board and the Chief Executive Officer of London Hydro Inc. to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 28, 2019, from G. Valente, Chair, Board of Directors, London Hydro Inc., with respect to this matter.

Motion Passed

4.3 Request for a Shareholder's Meeting - London & Middlesex Community Housing

Moved by: A. Hopkins
Seconded by: J. Helmer

That the following actions be taken with respect to the 2018 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing:

a) the 2018 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 24, 2019, for the purpose of receiving the report from the Board of Directors of the London & Middlesex Community Housing in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and

b) the City Clerk BE DIRECTED to provide notice of the 2018 Annual Meeting to the Board of Directors for the London & Middlesex Community Housing and to invite the Chair of the Board and the Executive Director of the London & Middlesex Community Housing to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 20, 2019, from J. Browne, Chief Executive Officer, London & Middlesex Community Housing, with respect to this matter;

it being further noted that the London & Middlesex Community Housing requested delegation status at the Shareholder's Meeting to present the Corporation's Regeneration Plan.

Motion Passed

4.4 Composition of the London & Middlesex Community Housing (LMCH) Board of Directors

Moved by: A. Hopkins
Seconded by: J. Helmer

That the City Clerk BE DIRECTED to bring forward the necessary by-law at a future meeting of the Strategic Priorities and Policy Committee to amend the Board Composition (section 6.2(c)) of the London & Middlesex Community Housing Board of Directors to increase the number of Directors from nine (9) to eleven (11) that would include one (1) additional member of Municipal Council and one (1) additional citizen-at-large.

Motion Passed

4.5 2nd Report of the Governance Working Group

Moved by: A. Hopkins
Seconded by: J. Helmer

That, the following actions be taken with respect to the 2nd Report of the Governance Working Group from its meeting held on March 25, 2019:

a) the following actions be taken with respect to the Municipal Council resolution dated December 19, 2018 regarding a communication from Councillor M. van Holst with respect to Council expense restrictions

and debate at Standing Committees:

- i) the discussion regarding the Council Members' Expense Account BE REFERRED to a meeting of the Governance Working Group (GWG) to be held in the first quarter of 2020; and,
- ii) the City Clerk BE DIRECTED to report back to the May 6, 2019 meeting of the Governance Working Group (GWG) with proposed amendments to the Council Procedure By-law that would provide for non-members of a Standing Committee to participate in the debate regarding a matter before the Standing Committee; it being noted that the non-members would continue to not be permitted to vote on the matter at the Standing Committee meeting;
- b) the matter regarding the process for public appointments to Boards and Commissions BE REFERRED to a future meeting of the Governance Working Group (GWG) when the Civic Administration submits a report on the processes other municipalities undertake to recruit and appoint members of the public to boards and commissions at the beginning of a Council term; and
- c) clauses 1.1 and 1.2 BE RECEIVED for information .

Motion Passed

4.6 Confirmation of Appointment to the Striking Committee

Moved by: A. Hopkins

Seconded by: J. Helmer

That the following representatives BE APPOINTED to the Striking Committee for the 2018-2022 Council term:

Skylar Franke - Urban League of London

Jasmine Ball - Pillar Nonprofit

Masoud Karimi - London District Labour Council

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 4, 2019 from Pillar Nonprofit Network regarding this matter;

it being further noted that the Strategic Priorities and Policy Committee received a communication dated April 4, 2019 from the London District Labour Council regarding this matter; and,

it being further noted that the Strategic Priorities and Policy Committee received a communication dated March 28, 2019 from the Urban League of London regarding this matter.

Motion Passed

4.7 Consideration of Appointment to the Hamilton Road Business Improvement Area

Moved by: A. Hopkins

Seconded by: J. Helmer

That the following individuals BE APPOINTED to the Hamilton Road Business Improvement Area Board of Management for the term ending November 15, 2022:

Councillor M. van Holst
Rick Pinheiro, Pinheiro Realty
Cassi Mask-Wildman, Evans Funeral Home
Jackie Stephens, SDI Group Inc.
Joseph Battaglia, Mortgage Intelligentia
David Cardoso, Danny's Wine and Beer
Dann Burt, Ziebart
Jason Lessif, McDonald's
George Karigan, East Side Bar and Grill
Katie Dean, Hamilton Road Legal Centre
Jim Semchism, Ealing Pharma Choice
Raphael Metron, Primeweb

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 29, 2018 from the Hamilton Road Business Improvement Area regarding this matter.

Motion Passed

- 4.1 Request for Councillor J. Morgan to be Appointed as Council Lead for the 2020-2023 Multi-Year Budget

Moved by: S. Lehman
Seconded by: S. Hillier

That Councillor J. Morgan BE APPOINTED as the Council lead for the upcoming four-year Budget process (2020 to 2023 referred hereafter as the "Multi-Year Budget"), acting as Budget Chair with duties including coordination of Multi-Year Budget activities with the Civic Administration and the Chairing of the Strategic Priorities and Policy Committee meetings where discussion and consideration of the adoption of the Multi-Year Budget takes place.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

5. Deferred Matters/Additional Business

None.

6. Adjournment

Moved by: M. Salih
Seconded by: P. Van Meerbergen

The meeting adjourned at 8:44 PM.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON APRIL 8, 2019
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT	CORPORATE ASSET MANAGEMENT POLICY

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, with the advice of the Manager III, Corporate Asset Management, the attached proposed by-law (Appendix “A”) **BE INTRODUCED** at the Municipal Council meeting on April 9, 2019 to approve the Corporate Asset Management Policy.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- July 17, 2018, Report to Corporate Services Committee – FCM Grant Funding Agreement & RFP 18-23 Award For Corporate Asset Management Plan And Policy
- January 23, 2018, Report to Corporate Services Committee – Corporate Asset Management FCM Municipal Asset Management Program Grant Application
- January 23, 2018, Report to Corporate Services Committee – Corporate Asset Management Plan 2017 Review
- January 10, 2017, Report to Corporate Services Committee – Corporate Asset Management Plan 2016 Review
- December 1, 2015, Report to Corporate Services Committee – Corporate Asset Management Plan 2015 Review
- August 26, 2014, Report to Corporate Services Committee – Corporate Asset Management Plan 2014.
- December 10, 2013 Report to Corporate Services Committee – State of the Infrastructure Report 2013.

STRATEGIC PLAN 2015-2019

This report and recommendation supports several strategic priorities including:

Strategic Area of Focus	What are we doing?	How are we doing it?
Building a Sustainable City	<i>Robust Infrastructure</i>	State of the Infrastructure Report
Leading in Public Service	<i>Proactive financial management</i>	Multi-year budget development and approval
		Explore new revenue streams
		Reserve fund strategy
		Focus on financial sustainability
	<i>Excellent service delivery</i>	At Your Service

BACKGROUND

Ontario Regulation 588/17

Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015*, came into force on January 1, 2018. Building on the Province’s *2012 Building Together: Guide for Municipal Asset Management Plans*, the Ontario Regulation 588/17 (O.Reg 588/17) sets out requirements and deadlines for municipal asset management plans and policies.

The key requirements of O.Reg 588/17 include preparation of a strategic asset management policy and phased implementation of the asset management plan as seen in Figure 1.

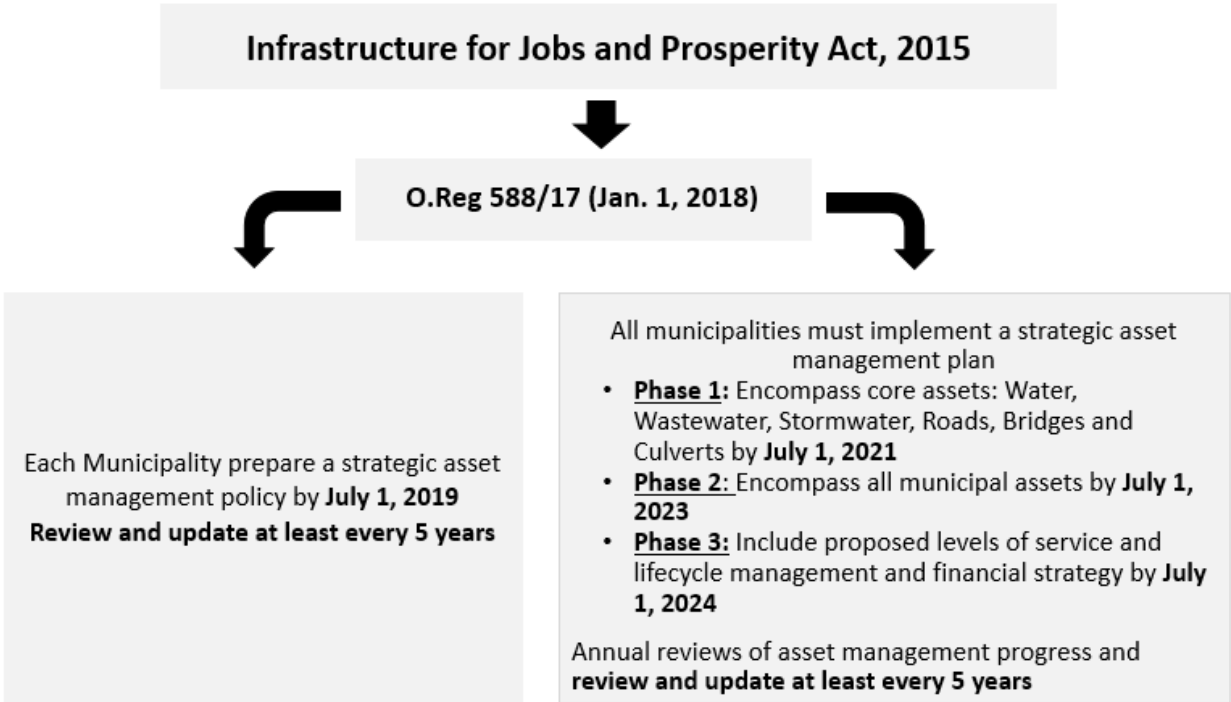


Figure 1: O.Reg. 588/17 overview

The strategic asset management policy implementation deadline is July 1, 2019. It requires Municipal Council endorsement and shall be reviewed and updated (if required) every five (5) years.

The strategic asset management policy applies to all functional areas involved in planning, maintaining or operating the City’s municipal infrastructure assets that are directly owned by the City of London (City), or included in the City’s consolidated financial statements. A list of entities which are considered to have City of London municipal infrastructure assets shown in the attached Appendix 1 of CAM policy.

Asset Management at the City of London

The City has recognized the importance and necessity of asset management planning by evolving procedures and actions intended to obtain best value from the City’s infrastructure assets. In 2010 the City established the Corporate Asset Management (CAM) section; a division of Financial Services. CAM program scope includes directly owned City assets but does not include local boards, commissions and /or agencies. CAM coordinates the asset management processes across seventeen functional areas at the City. It guides and directs the CAM development and implementation and has a set of responsibilities as indicated in the CAM Policy. The section is supported by a steering team composed of directors and division managers representing the major functional areas included in the CAM scope. The steering team monitors and directs the plans for CAM Program development and provides adequate resources to support asset management goals at the functional area level.

The CAM Program addresses standardized asset management practices including risk, level of service and optimized decision-making. It also includes the organization structure, roles, responsibilities, business processes, plans, and operations of the City’s Asset Management practices. A number of reports including the 2013 State of Infrastructure report (SOIR) and the 2014 Corporate Asset Management Plan (CAM Plan) are among the key deliverables of the CAM program. In 2018, the City directly owned and managed infrastructure with estimated replacement value of \$19.5 billion not including boards and agencies assets (based on preliminary 2018 AMP analysis).

The following chart summarizes the key components of the CAM Program

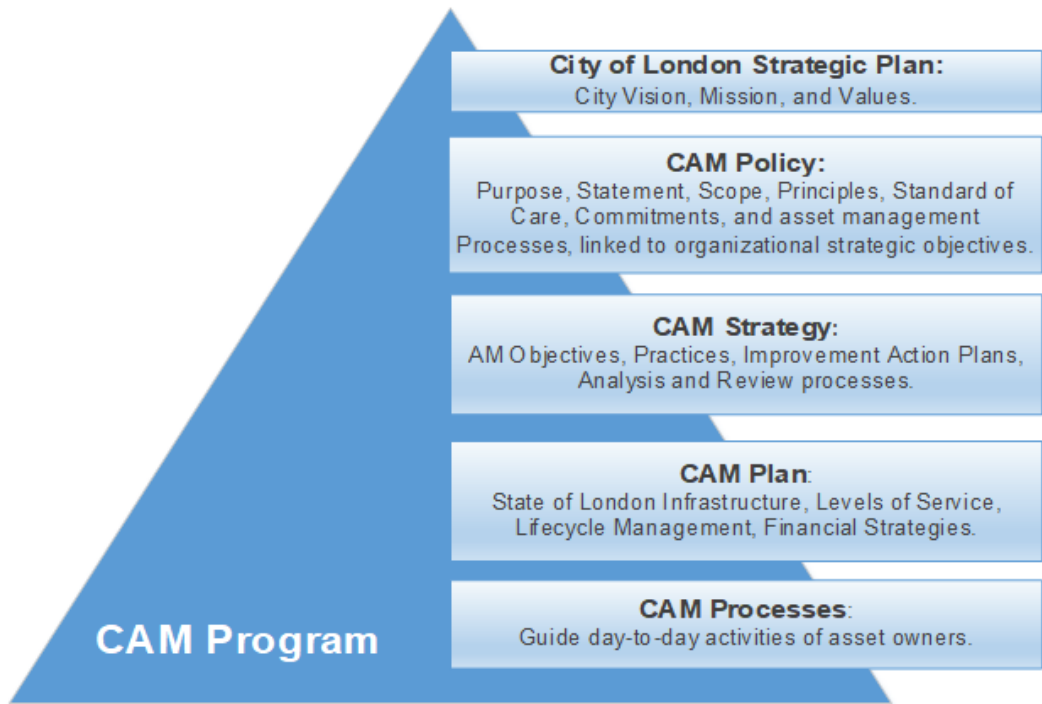


Figure 2: Corporate Asset Management Program - Major Components

CAM Administrative Policy

The CAM section developed a CAM Administrative Policy in 2013. It describes asset management operating principles that are applicable to all municipal infrastructure assets, however, it didn’t cover assets owned by boards and agencies. It is centred on three fundamental goals intended to guide the CAM program as follows:

- Provide sustainable services to our customers;
- Optimise asset value while minimizing lifecycle costs; and
- Manage risks to service delivery.

The CAM Administrative Policy was intended to be updated every 10 years.

The attached Corporate Asset Management Policy is the document directly resulting from O.Reg 588/17 requirements of a strategic asset management policy and it is intended to replace the existing CAM Administrative Policy.

CORPORATE ASSET MANAGEMENT POLICY

Corporate Asset Management Policy Requirements by Ontario Regulations

As required by O.Reg 588/17, the strategic asset management policy shall include the Municipality’s goals, policies or plans that are supported by its asset management plan. It also includes the process by which the asset management plan is to be considered in the development of the Municipality’s budget and long-term financial plans, the approach to continuous improvement and adoption of appropriate practices, and the principles to be followed in the Municipality’s asset management planning. O.Reg. 588/17 also requires Municipalities to adhere to certain processes and commitments. Figure 3 shows the main considerations as outlined by O.Reg. 588/17 section 3(1).

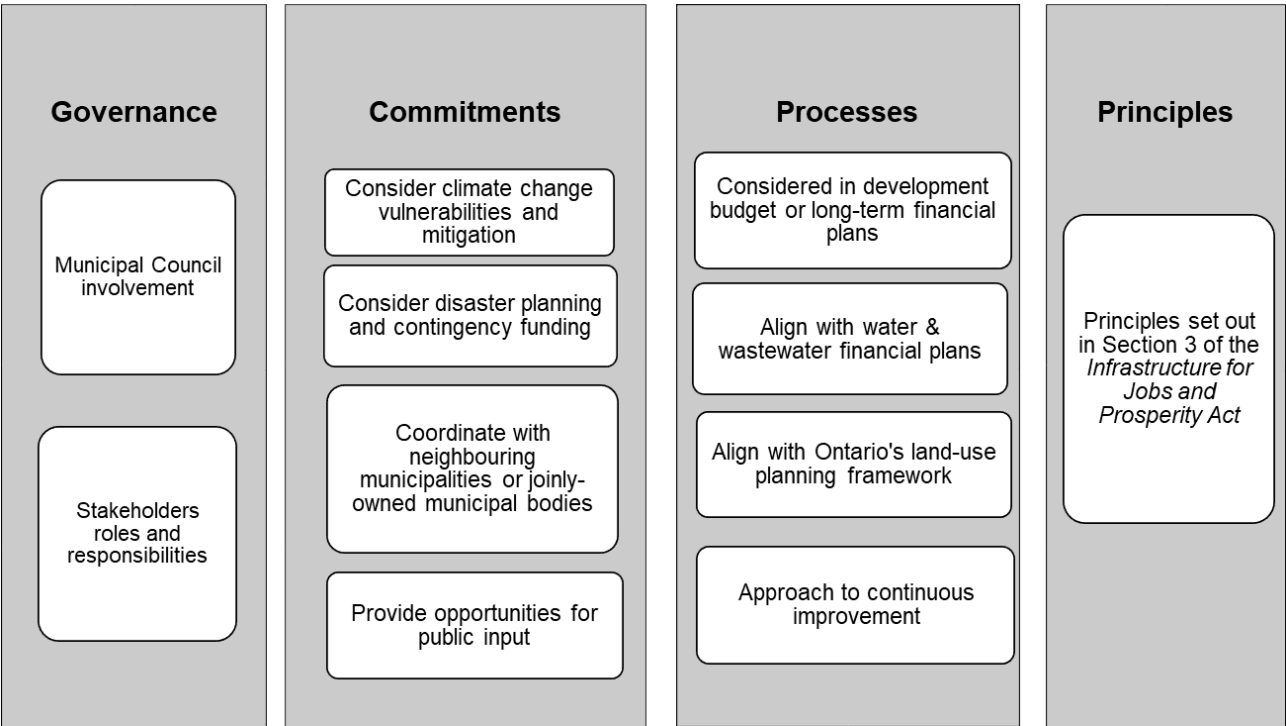


Figure 3: Strategic Asset Management Policy main requirement

Corporate Asset Management Policy Development Approach

Updating the City’s Corporate Asset Management Policy is a high priority that aligns with the Council Strategic Plan. The City obtained funding from the Federation of Canadian Municipalities (FCM) grant under the Municipal Asset Management Program (MAMP) to offset the cost of acquiring consultant support to update the City Asset Management Policy and Plan.

An action plan was developed outlining the actions required to achieve a municipal council endorsed CAM Policy. Figure 4 illustrates the process of updating the O.Reg 588/17 aligned CAM Policy.

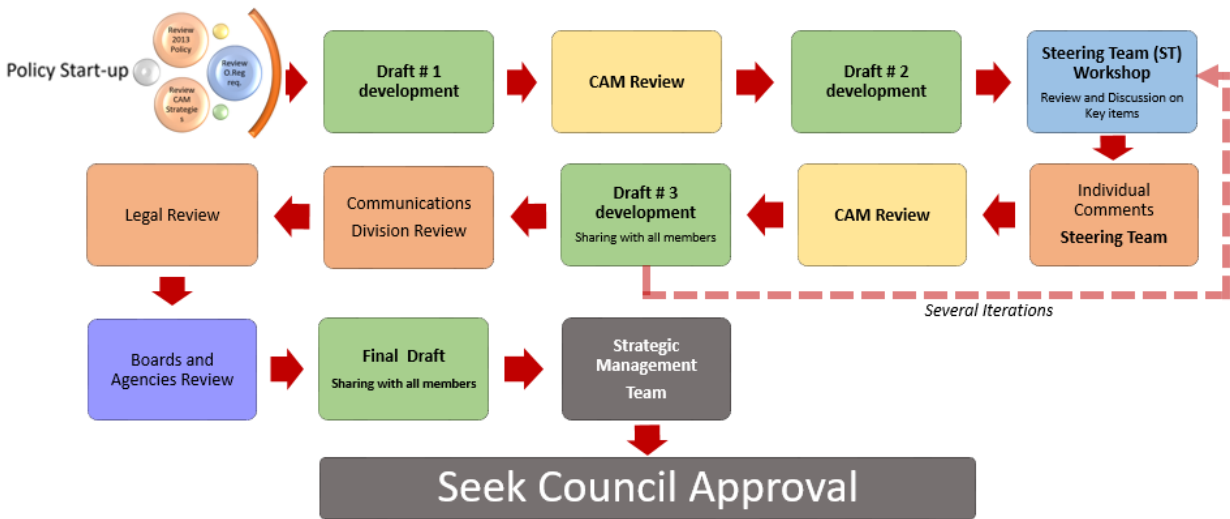


Figure 4: Corporate Asset Management Policy Development Approach

Updating the 2013 City Administrative CAM Policy was a process organized and completed by City employees. A consultant was retained as support and an outside knowledge base for drafting a policy that requires municipal council endorsement.

The process includes a list of revisions and drafts based on the discussion, comments and individual feedbacks from the CAM steering committee and the Strategic Management Team. The draft is further reviewed by the City’s Communications and Solicitors office, followed by communicating it with local boards and agencies. The final policy is then submitted seeking approval from the Municipal Council.

Structure of the CAM Policy

The CAM Policy includes the following sections: Policy Purpose and Statement; Definitions; Application and Scope; Standard of Care; Governance Structure; Commitments; Principles; and Asset Management Processes. The content and wording contained in these sections ensure the CAM Policy is aligned with O.Reg 588/17 requirements. Additional detail is provided below.

Governance Structure

CAM governance structure outlines key stakeholder responsible for Asset Management planning. This governance structure is a foundational element of the City's CAM Program. Key stakeholders include:

- 1) Municipal Council;
- 2) Strategic Management Team;
- 3) CAM Steering Committee;
- 4) CAM Section;
- 5) Asset owners; and
- 6) City Administrative Staff.

Section 4.1. of the CAM Policy provides further detail of these stakeholders' roles and responsibilities.

Commitments

The City is committed to implementing a program to manage municipal infrastructure assets in a strategic, comprehensive, and organization-wide manner, known as the CAM Program.

The City commits to developing asset management strategies and plans which align with other municipal goals, plans, and policies. The City is committed to documenting, reviewing, revising, and analyzing these activities at regular intervals.

The CAM Policy lists eight specific commitments in Section 4.2.a). They range from committing to updating the CAM Policy within O.Reg. 588/17 required deadlines, to considering climate change.

Principles

The CAM Program provides a framework by applying principles for decision-making, based on a defined level of service, when the City invests, designs, constructs, acquires, operates, maintains, renews, replaces, or decommissions assets.

The Principles are:

- | | |
|----------------------------|-------------------------------|
| 1) Customer Focused; | 8) Environmentally Conscious; |
| 2) Forward Looking; | 9) Resilience; |
| 3) Prioritizing; | 10) Health and Safety; |
| 4) Consistency; | 11) Community Focused; |
| 5) Transparency; | 12) Economic Development; and |
| 6) Budgeting and Planning; | 13) Innovation. |
| 7) Integration; | |

Section 4.3. of the CAM Policy provides further detail on these Principles.

Asset Management Processes

The processes that will be relied upon to enact the CAM Policy and institute asset management in the City includes:

- 1) Plans, Budgets and Forecasts;
- 2) London Plan and Land-Use Planning Framework;
- 3) Continual Improvement;
- 4) Stakeholder Consultation; and
- 5) Availability and Update.

Section 4.4. of the CAM Policy provides further detail on these Processes.

Legal Review

The City Solicitors Office has reviewed the Corporate Asset Management Policy and advised that the attached CAM policy is compliant with the O.Reg.588/17 requirement.

NEXT STEPS

Civic Administration are in process of updating the City’s initial Corporate Asset Management Plan, which was published in 2014. It is expected to be completed in summer 2019 and it is incorporating requirements listed in O.Reg. 588/17 for directly owned city assets.

Late 2019, Civic Administration will launch an Asset Management maturity assessment initiative for local boards and agencies. This will help them to identify their needs to meet this new policy and develop an asset management plan, compliant with the O.Reg.588/17 requirement by the 2023 deadline. Meanwhile Civic Administration will continue to coordinate with local boards and agencies to align their asset management planning with the City’s Corporate Asset Management Plan.

SUMMARY

O.Reg 588/17 came into effect January 1, 2018. It requires the City to update its current administrative asset management policy to a municipal endorsed strategic asset management policy.

The City hired a consultant to support and advise how to align the City’s Corporate Asset Management Policy with O.Reg 588/17. The process continued with a list of revisions and drafts, based on the discussion, comments and individual feedbacks from the CAM Steering Committee and the Strategic Management Team until the draft policy was finalized. The updated CAM Policy identifies the Policy Purpose, Application and Scope, Standard of Care, Governance Structure, Commitments, Principles, and Asset Management Processes. The attached CAM Policy is submitted seeking Council approval.

Acknowledgements

This report was prepared by the help of Ahmed Eweda and Nathan de Witt.

SUBMITTED BY:	REVIEWED BY:
KHALED SHAHATA, PHD, P.ENG MANAGER III, CORPORATE ASSET MANAGEMENT	IAN COLLINS, CPA, CMA DIRECTOR, FINANCIAL SERVICES
RECOMMENDED BY:	CONCURRED BY:
ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER	KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL & ENGINEERING SERVICES AND CITY ENGINEER

APPENDIX A – BY LAW & POLICY

Bill No.
2019

By-law No. CPOL.-

A by-law to adopt a new Council Policy entitled
Corporate Asset Management Policy.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to adopt a new Council policy entitled Corporate Asset Management Policy;

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

1. The policy entitled “Corporate Asset Management Policy”, attached hereto as Schedule “A”, is hereby adopted.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on -- _____, 20__.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – _____, 20__.
Second Reading – _____, 20__.
Third Reading – _____, 20__.

CORPORATE ASSET MANAGEMENT POLICY

SCHEDULE “A”

Policy Name: Corporate Asset Management Policy

Legislative History:

Last Review Date: _____, 20__.

Service Area Lead: Manager III, Corporate Asset Management, Finance & Corporate Services

1. Policy Purpose and Statement

1.1. Purpose

The purpose of this Corporate Asset Management (CAM) Policy is to set out The Corporation of the City of London’s (City) approach to planning, designing, constructing, acquiring, operating, maintaining, renewing, replacing and disposing of its municipal infrastructure assets in a way that ensures sound stewardship of public resources while delivering effective and efficient customer service.

1.2. Statement

This CAM Policy provides a foundation for the City’s CAM Program which assists in identifying and prioritizing investments in existing and future municipal infrastructure assets to ensure it is robust, safe, sustainable, efficient, and capable of supporting the desired quality of life in our community. The City’s CAM Policy focuses on three fundamental goals:

- 1) Providing sustainable service to City customers;
- 2) Optimizing municipal infrastructure asset value while minimizing lifecycle costs; and
- 3) Managing risks to service delivery.

The CAM Policy establishes a CAM Program, which serves as a guiding practice to ensure sound stewardship of public assets and meet its customer service commitments in the most effective and efficient manner. In addition, it provides a coordinated approach to align asset management planning with the City’s financial plans, budget and other relevant Acts, policies, frameworks, and plans.

The CAM Policy also outlines the City’s commitment to consider climate change mitigation approaches, disaster planning, and supports informed decision making and planning with respect to the City’s contingency funding.

2. Definitions

2.1. **Asset:** Non financial assets having physical substance that are acquired, constructed or developed and:

- are held for use in the production or supply of goods and services for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible assets;
- have useful economic lives extending beyond an accounting period;
- are to be used on a continuing basis; and
- are not for resale in the ordinary course of operations.

For the City, capital assets have the following characteristics:

- Beneficial ownership and control clearly rests with the City, and
- The asset is utilized to achieve City plans, objectives and services with the intention of being used on a continuous basis and is not intended for sale in the ordinary course of business.

CORPORATE ASSET MANAGEMENT POLICY

- 2.2. **Asset Management:** The coordinated activity of an organization to realize value from assets.
- 2.3. **CAM Plan:** The City's Corporate Asset Management Plan which combines multi-disciplinary management techniques (technical and financial) over the life-cycle of municipal infrastructure assets to provide a specific level of service in the most cost effective manner and manage risks associated with municipal infrastructure assets. This typically includes plans to invest, design, construct, acquire, operate, maintain, renew, replace, and decommission assets.
- 2.4. **CAM Program:** A set of interrelated or interacting components of the City that establishes asset management policies and objectives and the processes needed to achieve those objectives. An asset management program also includes the organization structure, roles, responsibilities, business processes, plans, and operations of the Corporation's Asset Management practices.
- 2.5. **Capitalization Threshold:** The threshold represents the minimum cost an individual asset must have before it is to be recorded as a capital asset on the statement of financial position.
- 2.6. **City:** The Corporation of the City of London.
- 2.7. **Community Partners:** Entities such as Conservation Authorities, Emergency Medical Services' organizations, or utility companies where implementation of their mandate or corporate objectives would have an impact on municipal infrastructure assets and it is expected the City would be coordinating with them.
- 2.8. **Contingency Funding:** Funding available for municipal infrastructure assets to address unforeseeable circumstances.
- 2.9. **Critical Asset:** An asset for which the financial, business, or service level consequences of failure are sufficiently severe to justify proactive inspection, rehabilitation, or replacement, and is considered a municipal infrastructure asset.
- 2.10. **Customer:** Any person or entity who uses the municipal infrastructure asset or service, is affected by it or has an interest in it either now or in the future.
- 2.11. **Functional Area:** A grouping of City divisions or sections managing specific municipal infrastructure asset categories that deliver one or more City services.
- 2.12. **Infrastructure Asset:** All or part of physical structures and associated facilities that form the foundation of development, and by or through which a public service is provided to the city, such as highways, bridges, bicycle paths, drinking water systems, social housing, hospitals, courthouses and schools, as well as any other thing by or through which a public service is provided to the city.
- 2.13. **Level of Service:** The statement that describes the output or objectives the City intends to deliver to its customers.
- 2.14. **Municipal Infrastructure Asset:** An infrastructure asset (core and non-core municipal infrastructure assets), including a green infrastructure asset, directly owned by a municipality or included on the consolidated financial statements of a municipality, but does not include an infrastructure asset that is managed by a joint municipal water board.
- 2.15. **Public:** Residential, commercial, industrial and institutional stakeholders, and any other stakeholders that rely on City owned municipal infrastructure assets.
- 2.16. **Tangible Capital Assets (TCA):** A legislative reporting requirement specified by Section PS 3150 in the Public Sector Accounting Board Handbook to identify asset inventories, additions, disposals and amortization on an annual basis.

CORPORATE ASSET MANAGEMENT POLICY

Interpretive Definitions

Interpretive definitions are included to provide context to definitions listed above but otherwise not referenced in the CAM Policy.

- 2.17. **Consequence of Failure:** A measure of the direct and indirect impacts on the city in the event of an asset failure.
- 2.18. **Core Municipal Infrastructure Asset:** Defined by O.Reg 588/17, any municipal infrastructure asset that is a,
- Water asset that relates to the collection, production, treatment, storage, supply or distribution of drinking water;
 - Wastewater asset that relates to the collection, transmission, treatment or disposal of wastewater, including any wastewater asset that from time to time manages stormwater;
 - Stormwater management asset that relates to the collection, transmission, treatment, retention, infiltration, control or disposal of stormwater;
 - Road; or
 - Bridge or culvert.
- 2.19. **Green Infrastructure Asset:** Defined by O.Reg 588/17, means an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs.
- 2.20. **Joint Municipal Water Board:** Defined by O.Reg 588/17, means a joint board established in accordance with a transfer order made under the Municipal Water and Sewage Transfer Act, 1997.
- 2.21. **Replacement Value:** The cost the City would incur to completely replace a municipal infrastructure asset, at a selected point in time, at which a similar level of service would be provided. This definition can also be referred to as 'Replacement Cost'.

3. Application and Scope

This CAM Policy applies to all functional areas involved in planning, maintaining or operating the City's municipal infrastructure assets that are directly owned by the City, or included in the City's consolidated financial statements as defined in, but not limited to, Appendix 1.

If a municipal infrastructure asset's value meets or exceeds the City's capitalization threshold for Tangible Capital Asset purposes, the asset will be included in the CAM Program.

Where a municipal infrastructure asset's value falls below the capitalization threshold but the City's functional area determines that the asset meets this policy's definition of a critical asset using their respective professional judgment, the asset will be included in the CAM Program as well.

4. The CAM Policy

4.1. Standard of Care

A robust CAM Program includes a clear description of the CAM Program components (illustrated in Figure 1 below).

CORPORATE ASSET MANAGEMENT POLICY

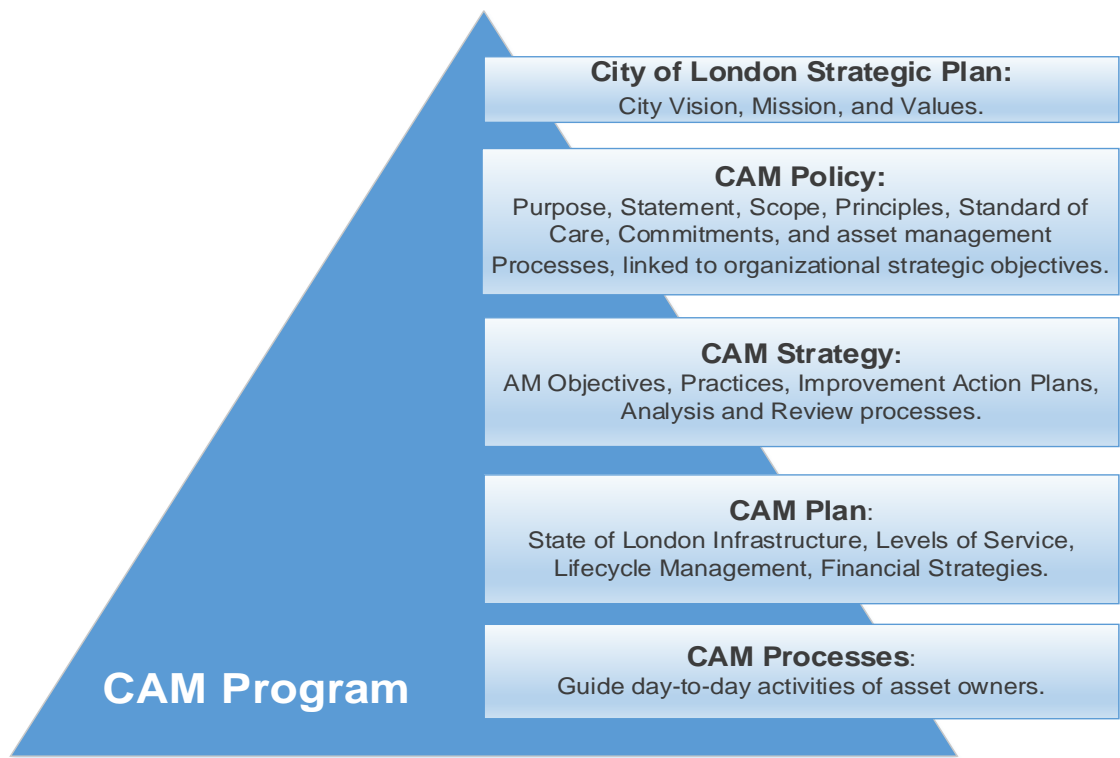


Figure 1: Corporate Asset Management Program - Major Components

Governance Structure

The CAM governance structure is a foundational element of the City’s CAM Program. Figure 2 below provides an overview of the CAM governance structure and identifies key stakeholders with City asset management planning responsibilities.

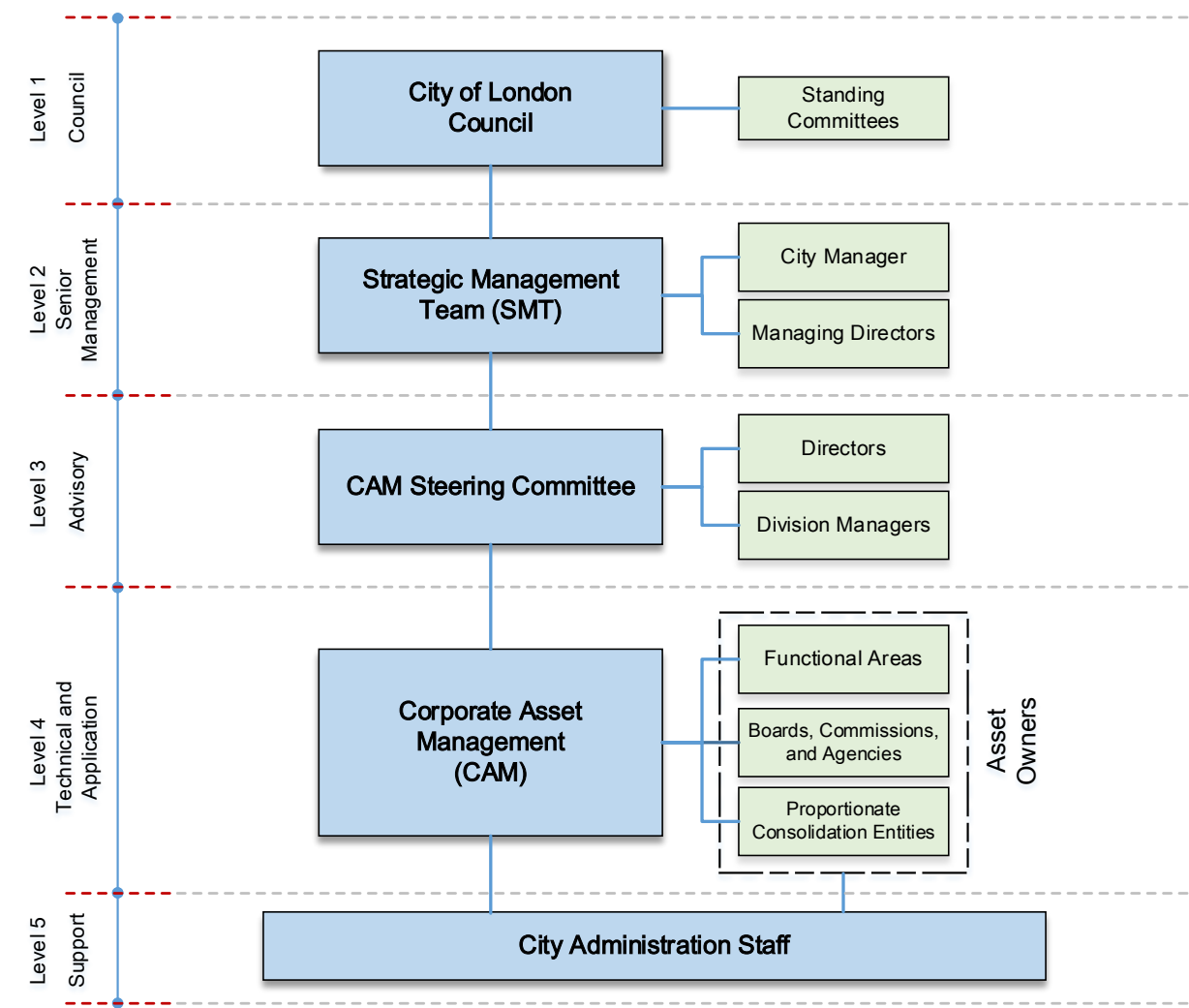


Figure 2: Corporate Asset Management Governance Structure

CORPORATE ASSET MANAGEMENT POLICY

The following details the roles, responsibilities, authorities and accountabilities of individuals and provides oversight on their application across the City.

Group	Description, Role and Responsibilities
Municipal Council of the Corporation of the City of London	<ul style="list-style-type: none">Oversees a large range of services provided through a diverse portfolio of assets. <p><u>Responsibilities</u></p> <ul style="list-style-type: none">Set priorities and communicate community values to City Administration.Approves by resolution the City’s Asset Management Plan and its updates every four years.Reviews and, if necessary, updates the Corporate Asset Management Policy at least every five years.Monitors annual reviews of the City’s Asset Management Plan implementation progress on or before July 1 of every year.
Strategic Management Team (SMT)	<ul style="list-style-type: none">The executive leadership of the Corporation (includes City Manager, Managing Directors, and select Directors). <p><u>Responsibilities</u></p> <ul style="list-style-type: none">Ensures all CAM Program activities are consistent with the City’s Strategic Plan.Maintains regulatory compliance, endorsing the CAM Policy, assigning authorities and resources in administrative staff ensuring the CAM Policy is followed and the CAM Program is executed.Assists in providing adequate resources and ensures development and implementation of the CAM Program.
CAM Steering Committee	<ul style="list-style-type: none">Generally includes Directors and Division Managers representing the major functional areas included in the CAM scope.Provides overall guidance and direction for CAM development and implementation. <p><u>Responsibilities</u></p> <ul style="list-style-type: none">Advocates the CAM Program benefits.Monitors and directs the plans for CAM Program development.Provides adequate resources to support asset management goals at the functional area level.
Corporate Asset Management Section	<ul style="list-style-type: none">A section of Finance and Corporate Services.Overall guidance and direction for CAM development and implementation. <p><u>Responsibilities</u></p> <ul style="list-style-type: none">Provides Corporate leadership in CAM practices and concepts.Provides guidance to asset management roles in the Corporation.Facilitates skills development as it relates to asset management.Facilitates communication and change management as it relates to asset management.Advises the Steering Committee and implementation task teams as part of the asset management development process.Leads the development of the CAM Plan.Performs an annual review and monitoring of the CAM Plan implementation.Develops and updates policies and procedures related to the CAM Program.Aligns the CAM Program with the currently approved plans, strategies and policies.

CORPORATE ASSET MANAGEMENT POLICY

Group	Description, Role and Responsibilities
	<ul style="list-style-type: none">• Prepares and coordinates CAM progress tracking.• Coordinates internal and external CAM benchmarking.• Leads the implementation of CAM software (Assetic).• Liaises with staff in Financial Planning and Business Support regarding asset management matters in the development of the City's operating and capital budgets.• Seeks public input regarding CAM Program implementation.
Asset Owners	<ul style="list-style-type: none">• Includes City Functional Areas, Boards, Commissions, Agencies, and Proportionate Consolidation Entities.• Leads the development, implementation and improvement of different aspects of the CAM Program. <p><u>Responsibilities</u></p> <ul style="list-style-type: none">• Provides functional area sponsorship for asset management practices and concepts.• Oversees asset management planning activities within their respective functional area and in support of others.• Sets service objectives and monitoring progress.• Offers expertise to the development of City plans, strategies, assessments, and workflows.• Collects and tracks asset information and other data related to the asset reporting within their portfolio. This includes but is not limited to asset inventory, condition, risk, performance results and decision making processes. Where applicable, Geospatial Data are collected, stored and administered in accordance with the City <i>Geospatial Information and Data standards</i>.• Applies operation, maintenance, rehabilitation, replacement and retirement practices to meet expected levels of service and mitigate risk.• Works with internal and external stakeholders through consultation and reporting in the course of their day-to-day functions.• Tracks, analyzing and reporting on CAM Program benefits to all stakeholders.
City Administrative Staff	<ul style="list-style-type: none">• City employees. <p><u>Responsibilities</u></p> <ul style="list-style-type: none">• Supports the development, implementation and improvement of different aspects of the CAM Program consistent with their roles and responsibilities.• Embraces new business processes and technology tools necessary to be effective Asset Management stewards.• Captures quality data as part of daily operations.• Leverages data to track performance and drive decision making.

4.2. Commitments

The City is committed to implementing a program to manage municipal infrastructure assets in a strategic, comprehensive, and organization-wide manner, known as the CAM Program (illustrated in Figure 1).

The City commits to developing asset management strategies and plans which align with other municipal goals, plans, and policies. The City is committed to documenting, reviewing, revising, and analyzing these activities at regular intervals. The purpose of a CAM Program is to manage the City's municipal infrastructure assets in a strategic, comprehensive, and cost-effective manner.

CORPORATE ASSET MANAGEMENT POLICY

The following assets are required to create and maintain a safe, healthy, secure and sustainable community. They include but are not limited to the following:

- Transportation infrastructure (e.g., roads, bridges, public transit);
- Utilities and environmental infrastructure (e.g., water distribution systems, wastewater collection systems, sewage treatment systems, stormwater management, recycling systems, landfills);
- Infrastructure enabling the provision of protective services (e.g., police, fire, flood mitigation);
- Parks and recreation (e.g., arenas, playgrounds, pools, trails, and community centres);
- Cultural assets (e.g., libraries, museums, heritage buildings, arts buildings, public art/monuments, historic assets and interpretive signage);
- Electronic infrastructure (e.g., broadband networks, information systems);
- Municipal facilities & civic institutions (e.g. City Hall, Long term care, affordable housing, administration buildings);
- Green infrastructure assets and stormwater management;
- Monuments, works of art, historic assets; and
- Land held for sale (e.g. industrial land).

a) The City of London is committed to the following during asset management planning:

- i) Using the CAM Plan as a reliable, formal but flexible tool when making business decisions, especially during forecasting and budgeting activities.
- ii) Managing municipal infrastructure assets with an integrated business approach that relies upon strategies, staff, and communication, and that delivers established service results.
- iii) Adopting an integrated business approach to planning and investing in municipal infrastructure assets, and make decisions within the context of the greater system, rather than examining assets in isolation.
- iv) Where applicable, coordinating asset management planning with neighbouring municipalities, the City's Boards, Commissions, Agencies, Proportionate Consolidation Entities, and Community Partners. This planning will be in accordance with Ontario asset management regulation O.Reg 588/17 and timelines noted therein.
- v) Considering climate change which includes:
 - Identifying the vulnerabilities of municipal infrastructure assets caused by climate change.
 - Considering the costs and means to address those vulnerabilities.
 - Considering adaptation opportunities that may be undertaken to manage the vulnerabilities.
 - Considering mitigation approaches to limit the magnitude or rate of long-term climate change (such as greenhouse gas emission reduction objectives).
- vi) Considering disaster planning and contingency funding.
- vii) Providing opportunities to encourage residents, businesses, institutions, and other stakeholders to offer input in asset management planning.
- viii) Providing comprehensive CAM Plan updates at regular intervals of four (4) to five (5) years, as required by Ontario asset management regulation O.Reg 588/17, or as deemed necessary by Municipal Council or the City Treasurer.

CORPORATE ASSET MANAGEMENT POLICY

4.3. Principles

Embracing the principles below, the CAM Program provides a framework for decision-making, based on a defined level of service, when the City invests, designs, constructs, acquires, operates, maintains, renews, replaces, or decommissions assets.

The City's asset management planning shall:

a) Customer Focused:

- i) Provide assurance to customers through clearly defined levels of service and adhere to optimal asset management processes and practices, including investment, that are supported by existing customer service standards, regularly updated asset and customer data.

b) Forward Looking:

- i) Take a long-term view in making asset management decisions that are well beyond the cycle of one council term. Consideration will be focused on the municipal life cycle of assets from acquisition to disposal, including level of service, risk, maintenance and operating activities, and life cycle costs.
- ii) Consider the needs of the public by having record of the long-term view of local demographic and economic trends (seniors, commuters, tourists, etc.).

c) Prioritizing:

- i) Ensure compliance with all legislative requirements and asset management regulations.
- ii) Clearly identify and respect defined municipal infrastructure asset priorities which will drive investment decisions. It will make informed decisions between competing factors such as service delivery, asset quality and value, cost, and risk.

d) Consistency:

- i) Ensure continuous provision of core public services in the City's jurisdiction.

e) Transparency:

- i) Be evidence based and transparent and:
 - Base infrastructure decisions on evidence and information that is publicly available or made available to the public, subject to any privilege and restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of such information; and
 - Share information with implications for infrastructure planning with other public sector entities (i.e. hospital, board of education, public health, etc.) subject to any privilege and restrictions or prohibitions under an Act or otherwise by-law on the collection, use or disclosure of such information.

f) Budgeting and Planning:

- i) Align with City policies, vision, mission, values and other plans and strategies in effect, including relevant municipal official plans, master plans, resiliency and sustainability plans.
- ii) Take into account budgets adopted by Municipal Council, financial or asset plans prepared in accordance with applicable financial budgeting legislation and practices.

CORPORATE ASSET MANAGEMENT POLICY

g) Integration:

- i) Consider the principles and content of relevant Ontario or municipal plans and strategies, established in an Act or otherwise, which relate to municipal infrastructure asset investment decisions.

h) Environmentally Conscious:

- i) Minimize the impact of infrastructure on the environment by:
 - Ensuring infrastructure is designed and operated to minimize energy use and consider low impact development principles;
 - Respecting and helping maintain ecological and biological diversity during construction and operation;
 - Designing amenities and operating features that encourage sustainable choices for operators and users; and
 - Aiming to make use of acceptable recycled aggregates, other environmentally-friendly construction and building materials, and procurement practices that minimize environmental impact.

i) Resilience:

- i) Ensure infrastructure is planned, designed, constructed, and operated to sustain, adapt, and emerge from system-wide shocks, including those caused by climate change and/or severe weather.

j) Health and Safety:

- i) Ensure health and safety of workers involved in the construction and maintenance of municipal infrastructure assets is protected.
- ii) Consider the safety of asset users in the community.

k) Community Focused:

- i) Promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the community well-being, such as:
 - Local job creation and training opportunities;
 - Improvement of public space within the community;
 - Promoting accessibility for persons with disabilities; and
 - Any specific benefits identified by the community.

l) Economic Development:

- i) Promote economic competitiveness, productivity, job creation and training opportunities.

m) Innovation:

- i) Creating opportunities to make use of industry proven innovative technologies, practices and services, particularly where doing so would utilize technology, techniques, and practices developed in Ontario.
- ii) Continually improve the asset management approach and rededicating to innovation as new tools, techniques and solutions are developed.

CORPORATE ASSET MANAGEMENT POLICY

4.4. Asset Management Processes

a) Plans, Budgets and Forecasts:

- i) The CAM Plan is a strategic, forward looking document that outlines a consistent set of activities to carry out the commitments of the CAM Policy. The CAM Plan will be considered in the creation of the City's multi-year budget and annual budget updates. Financial staff will be involved in asset management planning to facilitate:
 - The financial strategy developed in the asset management plan(s);
 - The budget submissions of each functional area; and
 - The overall budget process.
- ii) Finance, water services, stormwater, and wastewater & treatment services personnel will work together to align the financial strategy developed in the CAM Plan with the financial plans related to the water, stormwater, and wastewater assets. The alignment will stem from common analytical methods followed and common data sources used, and coordinated by the Corporate Asset Management Section.

b) London Plan and Land-Use Planning Framework:

- i) Parties involved in the development of the asset management plan will reference the direction established in The London Plan (Official Plan) as well as the methods, assumptions, and data used in The London Plan development. This ensures that the City's CAM Plan aligns with Ontario's land-use planning framework, including the Official Plan and the Ontario Provincial Policy Statement.

c) Continual Improvement:

- i) The CAM Program must be continually improved, not just from nonconformities or weaknesses, but also making improvements in what the City already excels in, by continually improving the City's CAM planning approach, and incorporating new practices and principles. A process is in place to improve, adapt and adjust the City's asset management processes which includes responsibilities to stay current in asset management, adopt new practices, monitor the effectiveness of the CAM Program, and make changes accordingly.

d) Stakeholder Consultation:

- i) Stakeholder involvement is an important component of a successful CAM Program, and supports the commitment to ensure opportunities to provide input are offered to residents and stakeholders. Opportunities to leverage existing public consultation will be explored as presented by other internal stakeholder groups. Levels of service and the current state of asset management is transparently communicated to Municipal Council and the community using established reporting tools.

e) Availability and Update:

- i) This CAM Policy shall be posted on the City's london.ca website, and provided to anyone who requests it. It shall be reviewed by the CAM Steering Committee, Strategic Management Team, and Municipal Council, and updated as required, no more than five (5) years from the last revision date.

4.5. Related Documents

- Infrastructure for Jobs and Prosperity Act, 2015
- O.Reg. 588/17: Asset Management Planning for Municipal Infrastructure
- The London Plan (Official Plan – City of London)
- City of London Corporate Asset Management Administrative Policy (2013)

CORPORATE ASSET MANAGEMENT POLICY

Appendix 1

Entities which are considered to have City of London municipal infrastructure assets:

City of London Functional Areas		Local Boards, Commissions, and Agencies Consolidated on City of London Financial statements		Proportionate Consolidation Entities
Water		Argyle Business Improvement Area Board of Management		The Board of Health of the Middlesex- London Health Unit
Wastewater		London Public Library Board		
Stormwater		Covent Garden Market Corporation		
Transportation (roads, traffic signals, and street lighting)		Eldon House Corporation		
Parking		Housing Development Corporation, London		
Solid Waste and Recycling		London & Middlesex Community Housing		
Recreation (Including Parks)		London Convention Centre Corporation		
Urban Forestry		London Downtown Business Association Area Board of Management		
Fire		London Police Services Board		
Corporate Security & Emergency Management		London Transit Commission		
Long Term Care		Museum London		
Corporate Facilities		Old East Village Business Improvement Area		
Culture Facilities		Hyde Park Business Improvement Association Board of Management		
Fleet		Hamilton Road Business Improvement Area Board of Management		
Information Technology				
Land				

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON APRIL 8, 2019
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	LONDON COMMUNITY GRANTS POLICY UPDATE

RECOMMENDATION

That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire Services, the following actions be taken with respect to the London Community Grants Policy:

- a) the attached proposed by-law (Appendix A) **BE INTRODUCED** at the Municipal Council Meeting to be held on April 9, 2019, to repeal and replace By-law No. CPOL.-283-274, entitled London Community Grants Policy, it being noted that Council Policies must be reviewed annually in accordance with the Policy for the Establishment and Maintenance of Council Policies; and,
- b) that this report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- London Community Grants Program Innovation and Capital Funding Allocations (2019), (Sept. 17, 2018)
- Council Policy Manual Modernization, (May 28, 2018)
- London Community Grants Program: 2017 Annual Report and 2018 Innovation and Capital Stream Outcomes and Sustainability Plans, (March 26, 2018)
- London Community Grants Program Innovation and Capital Funding Allocations (2018) (Sept. 18, 2017)
- London Community Grants Program Outcomes And Sustainability Plans For All Funded Organizations (March 1, 2017)
- London Community Grants Program Innovation and Capital Funding Allocations (2017) (Sept. 26, 2016)
- London Community Grants Program Multi-Year Funding Allocations (2017-2019) (July 25, 2016)
- City of London Community Grants Program: Proposed Evaluation Criteria and Revised Community Grants Policy and Grant Agreement (December 7, 2015)
- Modernizing the Municipal Granting Process for Non-Profit Organizations (October 26, 2015)

BACKGROUND

On October 27, 2015, Municipal Council endorsed a new model for the City of London’s community granting process. The London Community Granting Program (LCGP) provides funding for programs and initiatives that advance the strategic areas of focus for the City of London’s Strategic Plan.

The London Community Grants *Policy* provides high level direction to guide the actions of the City in executing the London Community Grants Program. As part of the annual review process of Council Policies, the purpose of this report is to outline proposed changes to be made to the London Community Grants Policy based on key learnings from the past four years.

LCGP Policy Update

The London Community Grants Policy has been updated to improve the policy’s ease of use and to reflect key learnings over the past four years of implementing the program. The policy updates include: making sure information is clear and easy to access; streamlining information by separating operational details into an accompanying Administrative Procedure; and, addressing key issues identified throughout the past four years of implementing the program.

The recommended updates to the London Community Grants Policy can be found in Schedule A. For reference, Appendix B includes the original policy as amended at Council on June 26, 2018.

Outlined below are the recommended changes:

Housekeeping and Reorganization

General housekeeping amendments were made to improve readability and clarity. Amendments include:

- minor wording changes;
- removing redundant information;
- combining and reordering sections;
- removing some historical background;
- adding definitions for “Funder” and “Host Organization”; and,
- simplifying the reference to Council’s Strategic Plan.

Administrative Procedures

Recommended updates also include the removal of administrative procedures that are used by City of London employees to carry out day-to-day business as per *The Policy for the Establishment and Maintenance of Council Polices*. This information was removed only, not re-written with the exception of minor wording changes. The following provides an overview of the administrative and operational procedures that have been moved from the London Community Grants *Policy* to the London Community Grants *Administrative Procedure*:

- specific information about the application procedure;
- specific information related to the community review panel process;
- operational details about the appeals procedure; and,
- operational details regarding the progress report process.

Please note that pending Council approval of the updated London Community Grants Policy, the London Community Grants Administrative Procedure will be posted on the City of London website at <https://www.london.ca/city-hall/funding-grants/community-funding/Pages/London-Community-Grants-Program.aspx> for public access.

Policy Updates

The recommended Policy Updates outlined below provide further clarity around specific program requirements, eligibility, and the appeals process. An explanation and rationale for each policy update organized by policy section and clause is listed below.

Section 5: Specific Program Requirements

5.1.1 (Innovation): add requirement for organizations to demonstrate a clear plan for program sustainability.

- Rationale: This amendment will allow for a more thorough assessment of one-year term funding applications. It will require applicants to provide a clear plan for how the proposed program will be funded after the term of the grant.

5.2.1 (Capital): add requirement whereby an applicant who leases space must present information that demonstrates their long-term intent to remain in the building.

- Rationale: This amendment will make sure municipal funding is used to support capital improvement projects that will provide long-term community use.

5.2.4. (Capital): add clarification that capital funding will not be granted for appliances or equipment.

- Rationale: this amendment will provide further clarity on items eligible/not eligible for capital funding.

Section 6: Eligibility

6.2.1: amend clause that organizations must be located in London to include that they may be asked to provide proof of address for verifications.

- Rationale: The London Community Grants Program is intended to benefit the residents of London.

6.2.3: strengthen the requirement whereby organizations already in receipt of City of London funding for a project will not be eligible to receive additional funding through the LCGP for the **same** project.

- Rationale: this amendment makes sure that organizations do not receive duplicate or augmented funding for the **same** projects.

6.2.4: add clarification that agencies, boards, and commissions of the City of London are not eligible for grants through this program.

- Rationale: funding requests for agencies, boards, and commissions are considered through the municipal budget process.

6.2.5: add clause whereby organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible.

- Rationale: development and capital investments for community based supportive housing are considered through the municipal budget process and through the Housing Development Corporation.

6.2.7: add clarification that unincorporated organizations applying for Multi-Year or Innovation funding may apply to the LCGP in partnership with a Host Organization.

- Rationale: this will allow for a Host Organization to act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for the grant. The Host Organization must assume accountability for the funding activities and adhere to all applicable reporting requirements.

6.3.3: add requirement whereby the City will not fund organizations that have a structural deficit.

- Rationale: organizations funded through the LCGP must be financially sustainable.

Section 7: Community Review Panel

7.3.1 (Capital): add a note to address requests greater than the Innovation and Capital Grant Stream annual budget amount.

- Rationale: This addition will provide a process to review capital grant requests greater than the available budget for this stream. This will allow projects to be reviewed by a community review panel using the London Community Grants Program process and criteria (as outlined in the attached policy). Projects recommended by the community review panel will be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.

Section 8: Grant Appeal Process

8.5: add clarification that the Managing Director of Neighbourhood, Children and Fire Services may refer appeals to other relevant Managing Directors based on the content of the application.

- Rationale: this amendment will streamline the process, and allow for expert opinion on appeals.

NEXT STEPS

Civic Administration will target opening the application process for the 2020 – 2023 Multi-Year granting stream as well as the annual application process for Innovation and Capital granting streams on April 30, 2019, pending Council's approval of the City of London's new 2019-2023 Strategic Plan.

Civic Administration will implement a communications strategy to inform the public of funding opportunities and provide support to applicants. The communications strategy will include but will be not limited to:

- Community Information Sessions;
- City of London website and social media campaigns;
- local newspaper ads; and,
- email correspondence with local networks.

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

FINANCIAL IMPACT

Annual funding to support the London Community Grants Program exists in the Neighbourhood, Children and Fire Services operating budget, which was approved through the 2016-19 Multi-Year Budget process. For 2019, \$2.3 million of funding has been allocated through the Multi-Year stream and \$496,000 is available through the Innovation and Capital stream. Funding for the continuation of the LCGP will be included in the 2020-2023 Multi-Year Budget submission.

CONCLUSION

The London Community Grants Program facilitates community investment and planning, providing not-for-profit organizations with opportunities to build social and cultural infrastructure, and strengthen neighbourhoods as key strategic determinants for the health and well-being of local communities. The updated Community Grants Policy is based on key learnings identified over the past four years of implementing the new community granting model

PREPARED BY:	PREPARED BY:
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SUBMITTED BY:	RECOMMENDED BY:
CHERYL SMITH MANAGER, NEIGHBOURHOOD, STRATEGIC INITIATIVES AND FUNDING	LYNNE LIVINGSTONE, MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES

- C. Aynsley Anderson, Solicitor II
 Kyle Murray, Director Financial Planning and Business Support
 Douglas Drummond, Financial Business Administrator
 Jason Wills, Manager III, Risk Management

Appendix A

Bill No.
2019

By-law No.

A by-law to repeal Council Policy related By-Law No. CPOL.-283-274 being “London Community Grants Policy” and replace it with a new Council policy entitled “London Community Grants Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-283-274 being “London Community Grants Policy” and replace it with a new Council policy entitled “London Community Grants Policy”;

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

1. By-law No. CPOL.-283-274 being “London Community Grants Policy” is hereby repealed.
2. The Policy entitled “London Community Grants Policy” attached as Schedule “A” is hereby adopted.
3. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on April 9, 2019.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – April 9, 2019
Second Reading – April 9, 2019
Third Reading – April 9, 2019

Schedule A: Proposed New London Community Grants Policy



London
CANADA

London Community Grants Policy

Policy Name: London Community Grants Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-38-234); Amended June 26, 2018 (By-law No. CPOL.-283-274)

Last Review Date:

Service Area Lead: Manager, Neighbourhood, Strategic Initiatives and Funding
Neighbourhood, Children and Fire Services

1. Policy Statement

The objective of this Policy is to outline the criteria for the London Community Grants Program. Funding through this program will be aligned with the City of London's Strategic Plan, and will grant funding to community organizations to advance the priorities of the Strategic Plan.

2. Definitions

- 2.1. **"Not-for-profit"** refers to an organization incorporated without share capital, under Part III of the *Corporations Act* or under the *Not-for-Profit Corporations Act*.
- 2.2. **"Grant Application"** refers to the application associated with each granting category.
- 2.3. **"Grant Agreement"** refers to the legal agreement that is signed after an application has been deemed successful under the City of London ("the City") Community Grants Program. The Grant Agreement defines the terms and conditions under which the City of London grant will be made and cannot be altered without prior approval.
- 2.4. **"Strategic Plan"** refers to the current City of London Strategic Plan.
- 2.5. **"Host Organization"** refers to an incorporated not-for-profit organization that may act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for this grant. The Host Organization will be issued funding associated with the funding activity and will assume financial and legal responsibility for the funded activity and adhere to associated reporting requirements to be outlined in the Grant Agreement.
- 2.6. **"Funder"** an organization that provides money for a particular purpose.
- 2.7. **"Procedural Error"** in reference to the Appeals Process, refers to a mistake that may have been made a result of not following the process for the allocation of grants as outlined in this Policy.

3. Applicability: Funding Categories

Applications for London Community Grants will be considered under the following categories:

3.1. Multi-Year Grants

- Multi-Year Grants are up to four (4) year agreements with the City of London for community organizations pursuing initiatives in alignment with the City of London's Strategic Plan.

3.2. Innovation and Capital

- Innovation grants are provided to new, emerging organizations and/or initiatives that engage in dynamic community partnerships, innovative improvements to service delivery and system collaboration, and/or generate new ideas. Applications to the Innovation category must be able to demonstrate:
 - Proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained; and/or,

- Creative new approaches to social innovation that engage multiple stakeholders in creative collaboration to improve system delivery, coordination, and/or generate new ideas.
- **Capital** grants are provided for projects involving construction or purchase of physical assets, including, but not limited to, land, building and associated renovation costs. Applications to the Capital category will be considered for the following purposes:
 - Purchase of Land and Buildings: Grants are made in this category only when the purchase is required for the immediate capital project.
 - Construction Costs: Grants in this category will be for costs associated with new facilities or renovation costs associated with the provision of additional program/service space.

4. General Program Requirements

4.1. The Grant:

- 4.1.1. The proposed initiative must meet the definition of the relevant funding category as outlined in Section 3 of this policy.
- 4.1.2. Community need for the proposed project must clearly be demonstrated and indicate how the applicant organization is best suited to meet this need.
- 4.1.3. A grant application may not be awarded funding if it is determined the proposed project is superfluous to the requirements of the community.
- 4.1.4. The proposed initiative must be available to a broad cross-section of the London community.
- 4.1.5. All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.

5. Specific Program Requirements

5.1. Innovation

- 5.1.1. Considering the one-year term of funding for Innovation Grants, applications under this category will be strongly assessed for ongoing program sustainability. The Applicant must demonstrate a clear plan for how the proposed program will be funded after the term of the grant.

5.2. Capital

- 5.2.1. The applicant must present information that demonstrates their long-term intent to remain in the building. If funding has been received to make capital improvements to the property, the organization may be required to repay a portion of the grant back to the City in the event the property is vacated. The exact terms will be laid out in the Grant Agreement signed upon notification of the awarded grant.
- 5.2.2. All Capital projects must be either tendered or open to competitive bidding by two or more parties.
- 5.2.3. Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
- 5.2.4. Capital funding will not be granted for appliances or equipment. Funding will only be provided for construction costs for work that will be affixed to the building.
- 5.2.5. Preference will be given to organizations that demonstrate a willingness to cooperate with the community and other organizations to share the space.
- 5.2.6. Unincorporated organizations will not be eligible to apply for Capital funding.

6. Eligibility

6.1. General Eligibility

- 6.1.1. A City of London grant should not be considered as the sole source of funding for the organization. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other funders and to provide information about other sources of funding, both received and applied to, to the City of London.

- 6.1.2. A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.
- 6.1.3. In making grants, the City may impose conditions as it deems fit. Specific terms and conditions will be outlined in the Grant Agreement upon award of funding.
- 6.1.4. The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.

6.2. Organization Eligibility

- 6.2.1. Organizations must be located in London (this means the organization must have an office located in London, but not necessarily the head office, and that grant supported projects must take place in London) and may be asked to provide proof of address for verification.
- 6.2.2. Only registered not-for-profit organizations, with some exclusions (noted in 6.2.7) will be considered for a grant through the London Community Grants Program.
- 6.2.3. Organizations in receipt of City of London funding (including, but not limited to Purchase of Service Agreements) will not be eligible to receive additional funding for the same project.
- 6.2.4. Agencies, Boards, and Commissions of the City of London are not eligible for grants through this program.
- 6.2.5. Organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible. Organizations seeking development and capital costs to support new housing initiatives should contact the Housing Development Corporation, London (HDC) for more information.
- 6.2.6. Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- 6.2.7. Eligibility Exclusions for Unincorporated Organizations:
 - 6.2.7.1. An unincorporated organization may submit an application under the Innovation category of the Innovation and Capital stream, but must officially become incorporated before any funding can be allocated to the organization.
 - 6.2.7.2. An unincorporated organization may apply to the London Community Grants Program (Multi-Year or Innovation Category) in partnership with a Host Organization. Under this criteria, City funding will be allocated to the Host Organization in support of the funded activity, with the host organization held to accountable for the terms and conditions outlined in the Grant Agreement.
 - 6.2.7.3. There are no eligibility exclusions for an organization's not-for-profit status under the Capital category of this program.

6.3. **Financial Eligibility**

- 6.3.1. The organization must demonstrate strong financial responsibility and capability in carrying out its service to this community.
- 6.3.2. The City of London, through its grants process will not contribute to outstanding deficits.
- 6.3.3. The financial state of the organization will be reviewed through the grant application process. The City of London will not fund organizations that have a structural deficit.
- 6.3.4. The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.
- 6.3.5. The organization must show that it has thoroughly explored all other available sources of funding.
- 6.3.6. The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.
- 6.3.7. In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.

- 6.3.8. The organization must indicate other City contributions that are made to the organization (purchase of service, tax exemptions, etc.)

7. Community Review Panel

- 7.1. Grant applications will be assessed by the community review panel in accordance with the program's respective guidelines.

- 7.1.1. A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of London Community Grants. The community review panel will be comprised of the following members:

- Community member (2-3)
- Expert in subject matter (specific to priorities of the Strategic Plan) (2-3)
- Funder (1)
- Outcomes measurement expert (1)
- Financial expert (1)
- City Staff (2-3)

7.2. Selection

- 7.2.1. Civic Administration will seek qualified London residents to be part of the community review panel based on the composition of the Panel defined above.

- 7.2.2. Priority will be given to community members from diverse backgrounds, and staff will aim to have a cross representation of the community on the panel.

7.3. Decision Making

- 7.3.1. Decisions about all funding allocations will be determined by the Community Review Panel in accordance with the relevant program guidelines with the exception of capital funding requests in excess of the approved budget for the Innovation and Capital Stream. Capital funding requests in excess of the available budget will be reviewed by the Community Review Panel and, if recommended, be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.

- 7.3.2. All applications, regardless of the granting category, will be assessed for both alignment with, and ability to advance the City's Strategic Plan.

8. Grant Appeal Process

- 8.1. All decisions related to grant applications for the London Community Grants Program are open to appeal by the grant applicant.

- 8.2. Applicants to the London Community Grants Program may appeal a decision based on two criteria:

1. New Information: From the time the grant application was initially submitted, new information that could impact the grant decision became available that, for good reason, was not available at the time of the initial application; or,
2. A Procedural Error was made when assessing the grant application.

- 8.3. The Manager of Neighbourhood Strategic Initiatives and Funding or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.

- 8.4. Legitimate appeals will be referred to the Managing Director, Neighbourhood, Children and Fire Services for consideration.

- 8.5. The Managing Director, Neighbourhood, Children and Fire Services may refer the funding appeal to any member of the Senior Management Team, depending on the relevant area of the City's Strategic Plan under which the proposed initiative has been aligned.

- 8.6. Decisions of all appeals will be final.

Appendix B: Current London Community Grants Policy



London Community Grants Policy

Policy Name: London Community Grants Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-38-234); Amended June 26, 2018 (By-law No. CPOL.-283-274)

Last Review Date: May 28, 2018

Service Area Lead: Manager, Neighbourhood, Strategic Initiatives and Funding
Neighbourhood, Children and Fire Services

1. Policy Statement

Through community investment and planning, the City provides opportunities to build social and cultural infrastructure, and strengthen neighbourhoods as key strategic determinants for the health and well-being of our local communities. Through this type of upstream investment in our people, neighbourhoods and communities, it is possible to deter downstream costs and impacts such as reduced crime and violence, reduced reliance on the social safety net and a reduction in poverty. Upstream investment will also result in improved outcomes such as increased literacy rates and improved health and physical activity levels, improved quality of life, improved cultural programming, economic development and enhancement of London's desirability as a community.

Strategic Plan 2015-2019 "Strategic Areas of Focus" (herein referred to as "Strategic Priorities"):

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy

Objectives

- a) To ensure that an adequate administrative review of grant requests takes place;
- b) To provide funding amounts to community groups or organizations that are eligible and approved under the grants criteria and according to their suitability in relation to the City's goal and other submitting organizations;
- c) To ensure that those applying for assistance are evaluated on an equitable basis, utilizing the same evaluation criteria;
- d) To ensure that a system of accountability is developed and maintained between the organization requesting funds and the City of London; and,
- e) To review the City of London Grants Policy with each new Strategic Plan.

The City of London retains the right to share funding information received on the "grant application" form with other relevant funding bodies. The City of London also retains the right to obtain information from other funders regarding grant requests. This is for the purpose of providing additional information so that a co-ordinated approach to the funding of organizations in London might be achieved.

Interviews between the City of London staff and the Board of Directors and senior staff of organizations applying may, in some cases, be requested for the purposes of reviewing grant requests and assessing service or program needs.

2. Definitions

- 2.1. **"Not-for-profit"** refers to an organization incorporated without share capital, under Part III of the *Corporations Act* or under the *Not-for-Profit Corporations Act*.

- 2.2. **“Grant Application”** refers to the application associated with each granting program to be completed at the time of application.
- 2.3. **“Grant Agreement”** refers to the legal agreement that is signed after an application has been deemed successful under the City of London Community Grants program. The Grant Agreement defines the terms and conditions under which the City of London grant will be made and cannot be altered in any way.
- 2.4. **“Strategic Areas of Focus”** refer to the priorities of the City of London Strategic Plan. These guidelines will refer to the Strategic Areas of Focus as “strategic priorities.”
- 2.5. A **“Procedural Error,”** in reference to the Appeals Process (s. 4.5), refers to a mistake that has been made as a result of not following the proper process for the allocation of grants as outlined in the City of London Community Grants Policy and/or the Council endorsed evaluation criteria for the assessment of grant applications.

3. Applicability

Applications for Municipal Grants are considered under the following categories:

- 3.1. Community Grants
 - These are up to four year agreements with the City of London for organizations in the community pursuing one or more of the strategic priorities in alignment with the City of London Strategic Plan.
- 3.2. Innovation
 - These grants are provided to new, emerging organizations and/or initiatives that engage in dynamic community partnerships, innovative improvements to service delivery and system collaboration, and/or generate new ideas.
- 3.3. Capital
 - These grants are provided for projects involving construction or purchase of physical assets, including but not limited to, land, building and equipment.

4. The Policy

- 4.1. All agencies who meet the eligibility criteria for the grant applied for are given the opportunity of making an application for City of London grants, except those excluded by law. The City will annually contact agencies who have expressed interest, notifying them of the process. Availability of grants will be advertised.
- 4.2. The relevant Application is to be completed with all pertinent information and forwarded to the designated City Staff person within the time frame specified for that category. No applications will be accepted after the due date.
 - 4.2.1 The application process includes a mandatory community information session for all interested organizations. It will be held at the beginning of the application process (see complete process as outlined in the attached flow chart for the London Community Grants program below).
 - 4.2.2 Organizations may request an “application interview” meeting with Civic Administration (designated City Staff) prior to the application deadline date to review their application and ask questions related to the application form itself and/or the granting process.
- 4.3. Grant applications will be assessed by the community review panel in accordance with the program’s respective guidelines:
 - 4.3.1 A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of municipal grants. The community review panel will be comprised of community members and City Staff as outlined below:
 - Community member (2-3)
 - Expert in subject matter (specific to each funding stream) (2-3)
 - Funder (1)
 - Outcomes measurement expert (1)

- Financial expert (1)
 - City Staff (2-3)
- 4.3.2 Members of the community review panel will assess applications and make decisions based on the strategic areas of focus for the City of London Strategic Plan and the criteria laid out in the evaluation criteria document.
- 4.3.3 Role of Staff
 - Staff will provide relevant contextual and historical information to support informed decision making;
 - City of London staff will sit on the community review and will participate in the decision making process.
- 4.3.4 Selection of Committee
 - Civic Administration will seek qualified London residents to be part of the community review panel based on the make-up of the panel outlined above (relevant experience) and the requirements outlined under Confidentiality and Conflict of Interest below;
 - Priority will be given to community members from diverse backgrounds, and staff will aim to have a cross representation of the community on the panel.
- 4.3.5 Confidentiality and Conflict of Interest
 - Any community member directly or indirectly connected to organizations submitting an application to receive funding from the City of London will not be a member of the community review panel;
 - Community review panel members will be required to sign a confidentiality and conflict of interest agreement prior to participation in a meeting and/or allocation of funding decisions;
 - Members of the community review panel will remain anonymous until all funding decisions have been made. At this time, the committee membership will be released to the public;
 - Members of the panel will be strictly required to adhere to the confidentiality and conflict of interest policies in order to uphold the values of integrity and fairness throughout the granting process. Adherence includes, but is not limited to the following:
 - Maintaining the confidentiality of information received, including the applicant's information, financials, etc.
 - Disclosing any potential or perceived conflict of interest at the time of their application to the committee, as well as throughout the duration of the funding deliberations
 - Keeping their involvement with the committee confidential until the funding decisions have been publicly released.
- 4.4. Applicants will be notified of the funding decision in a timely manner, dependent on the grant to which they have applied.
- 4.5. Appeal Process:
 - 4.5.1. All decisions related to allocation, suspension, repayment and/or termination of funding in the London Community Grants Program will be communicated in writing and are open to appeal by the applicant/recipient.
 - 4.5.2. Applicants to the London Community Grants Program may only appeal a procedural error or present new information that, for good reason, could not be submitted at the time of application.
 - 4.5.3. Organizations may be notified that their appeal will not proceed if there has been no procedural error and/or no new information is available.
 - 4.5.3.1. The appeal must be received in writing no sooner than 48 hours after the funding decision is released and no later than 10 business days after having been notified of the decision.
 - 4.5.3.2. The appeal must be signed by the Board Chair/Treasurer of the appellant organization.
 - 4.5.3.3. The Manager of Community Development and Funding will review all appeals and determine which appeals will be referred to the City's Managing Director/Director.

- 4.5.3.4. Managing Directors/Directors will review applications that relate to their priority area as follows:
 - 4.5.3.4.1. Strengthening our Community: Managing Director, Neighbourhood, Children and Fire Services
 - 4.5.3.4.2. Building a Sustainable City: Managing Director, Planning
 - 4.5.3.4.3. Growing our Economy: Director, Community and Economic Development
 - 4.5.3.5. The review will include the initial funding decision, funding submissions, contribution agreements/letters of agreement, procedural guidelines, letters, emails, payment histories, community need as well as the capacity of the organization.
 - 4.5.4. Following the 10th business day after funding decisions have been released, a meeting may be requested by the Manager of Community Development and Funding if additional information is required to determine the viability of the appellant organization's appeal.
 - 4.5.4.1. After this meeting, viable appeals will be referred to the corresponding Managing Director/Director under which the appeal has been filed.
 - 4.5.5. Organizations will be advised of the result of the appeal in writing within 30 business days of having received the appeal.
 - 4.5.6. An appeal does not delay or suspend the City's disbursement of allocated funds to approved organizations.
 - 4.5.7. Decisions of all appeals will be final.
- 4.6. The Application:
 - 4.6.1. Each applicant is required to complete (where applicable) an appropriate "Grant Application Form" within the specified time frame. Late or incomplete applications will not be accepted.
 - 4.6.2. Grant Applications must be accompanied by financial statements for the previous year (preferably the audited statements), budgets or forecasts as well as evidence of adequate effort to secure financial support from the public or other levels of government, if applicable.
 - 4.6.2.1. The City has the right to request additional financial information to determine the viability of an organization.
 - 4.6.3. All applicants receiving funding from the Municipality in order to provide a service to the citizens shall produce on request, adequate information which may be required. This is to ensure that the service being provided is in the best interest of the people served and that the City funds are being used in an effective and efficient manner.
 - 4.6.4. In most cases, only one request per organization is to be considered in a fiscal year. All programs, projects and undertakings should be consolidated in the one request.
 - 4.6.4.1. An additional application may be made in the same fiscal year to the Capital and/or Innovation grants.
 - 4.6.5. All grant applications must meet all of the required criteria in order to be considered for a City grant. All grants will be assessed in terms of their alignment with the Strategic Plan; need for the project; cost/effectiveness; financial viability; contribution to the quality of life in the community; community response and apparent quality.
- 4.7. The Organization
 - 4.7.1. Organizations must be located in London and intending to use grant funds for services to the London community.
 - 4.7.2. The organization must demonstrate strong managerial responsibility, capability, program planning and organization.
 - 4.7.3. Only community groups and/or organizations are eligible to be considered for funding.
 - 4.7.4. Organizations applying should have an active Board of Directors that is independent of senior staff of the organization.

4.7.5. The organization applying for a City of London grant shall be incorporated as a not-for-profit corporation. Proof of incorporation must be submitted with the application, if not already on file with the City. Notwithstanding that proof of incorporation may be on file, the City reserves the right to require proof that such incorporation has not been revoked.

4.7.5.1. An organization may submit an application to the Community Grants Program or Innovation Grants if not yet incorporated, but must be officially incorporated before any funding decision is made. The City of London cannot provide funding to an organization that is not incorporated.

4.7.6. All organizations applying for capital grants must be incorporated.

4.7.7. In general, organizations from which the City of London purchases services or with which it has contracts, will not be eligible. Priority will be given to organizations to which the City has not already contributed through other means.

4.8. The Grant

4.8.1. The length of the grant will be defined in the signed grant agreement.

4.8.2. A City of London grant should not be considered as the sole source of funding for the organization. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other funders and to provide information about other sources of funding, both received and applied to, to the City of London.

4.8.3. A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.

4.8.4. The City of London, through its grants process will not contribute to outstanding deficits.

4.8.5. In making grants, the City may impose such conditions as it deems fit.

4.9. Financial:

4.9.1. The organization must demonstrate strong financial responsibility and capability in carrying out its service to this community.

4.9.2. The organization must show that it has thoroughly explored all other available sources of funding.

4.9.3. The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.

4.9.4. The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.

4.9.5. The organization must indicate other City contributions that are made to the organization (purchase of service, tax exemptions, etc.).

London Community Grants Program

4.10. Purpose:

The multi-year granting streams will provide funding to programs and initiatives that advance the strategic areas of focus for the City of London Strategic Plan. Applications for the multi-year streams will be assessed on their ability to achieve outcomes that will support the Strategic Plan.

4.11. Principles of Funding:

The following are overriding principles of funding and must be addressed in each application:

- the project/program responds to a community need and aligns with at least one of the Strategic Areas of Focus from the City of London Strategic Plan;
- support for innovation and collaboration among community organizations, funders and the City;
- encouragement of diversity, equity, accessibility and environmental friendliness;
- recognition of community support for the proposed activity;
- demonstration of community outreach, neighbourhood accessibility and value to the community;

- accountability of outcomes and benefits related to the proposed activity;
- demonstrated financial viability, no deficits or loans will be considered for assistance;
- commitment to multi-year funding;
- increased accountability and commitment;
- simple, clear, fair and transparent process; and,
- strong/responsible financial management and stewardship.

The Corporation of the City of London will ensure fairness in allocation based upon the merits and type of a proposed project/program and will encourage organizations to achieve self-sufficiency.

4.12. Methods of Funding:

Community Grants align with the strategic priorities of the City of London Strategic Plan. Applications for Community Grants will be considered for their ability to advance the following strategic priorities:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy

4.13. Eligibility Criteria:

The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.

Eligibility Criteria is based on the purpose and principles as reflected above and will consider the following criteria:

- applicants must demonstrate the need for the specific project/program
- applicants will demonstrate their ability to leverage funding for their program from other funders;
- applicants are not-for-profit community groups and organizations - individuals are not eligible;
- applicants must demonstrate how their proposal complies with the purpose and principles as reflected above;
- applicants may only submit one application to the multi-year funding streams, and may indicate more than one Strategic Area of Focus in the application;
- applicants must be located within the City of London;
- applicants will support a community/neighbourhood based activity;
- each proposal must specifically identify the defined impacts and outcomes;
- organizations must be governed by a community based volunteer board of directors;
- applicants must provide a letter of confirmation from the board of directors showing board approval of the proposal;
- applicants must provide the latest financial statement, audited or approved by the board of directors; and
- applicants must provide an organizational budget and a proposed project budget.

4.14. Evaluation Criteria:

Applications for the Community Grants Program will be assessed by a Community Review Panel for each round of applications. Grants will be awarded in accordance with this policy and will be considered in relation to the evaluation criteria for the Community Grants Program. These criteria will be made public once applications for this program have been opened.

4.15. Progress Reports:

Organizations must adhere to the reporting timelines laid out in the signed Grant Agreement. Organizations will be required to submit their reports by the specified time on the Agreement or the City will reserve the right to withhold further payments and/or request repayment of previous advances related to the funded project.

Innovation Grants

4.16. Purpose:

Innovation grants will be provided to projects or organizations that can demonstrate:

- Proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained

- Creative new approaches to social innovation that engage multiple stakeholders in creative collaboration to improve system delivery, coordination, and/or generate new ideas.

4.17. The Project:

- 4.17.1. Organizations seeking a grant from the City must demonstrate a need for the proposed project and must indicate how the particular organization is best suited to meet this need.
- 4.17.2. Organizations must present an idea that is innovative and meet at least one of the purposes of the fund.
- 4.17.3. Organizations requesting grants will not be eligible if, in the opinion of the City of London, the project for which funds are requested is superfluous to the requirements of the Community.
- 4.17.4. Projects for which grant funds are requested should be available to a broad cross-section of the London Community.
- 4.17.5. Priority will be given to projects that make a unique contribution to or are of special significance to the City.
- 4.17.6. All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- 4.17.7. Preference will be given to organizations that are willing to create dynamic partnerships and share learned experiences with the community.

Capital Grants

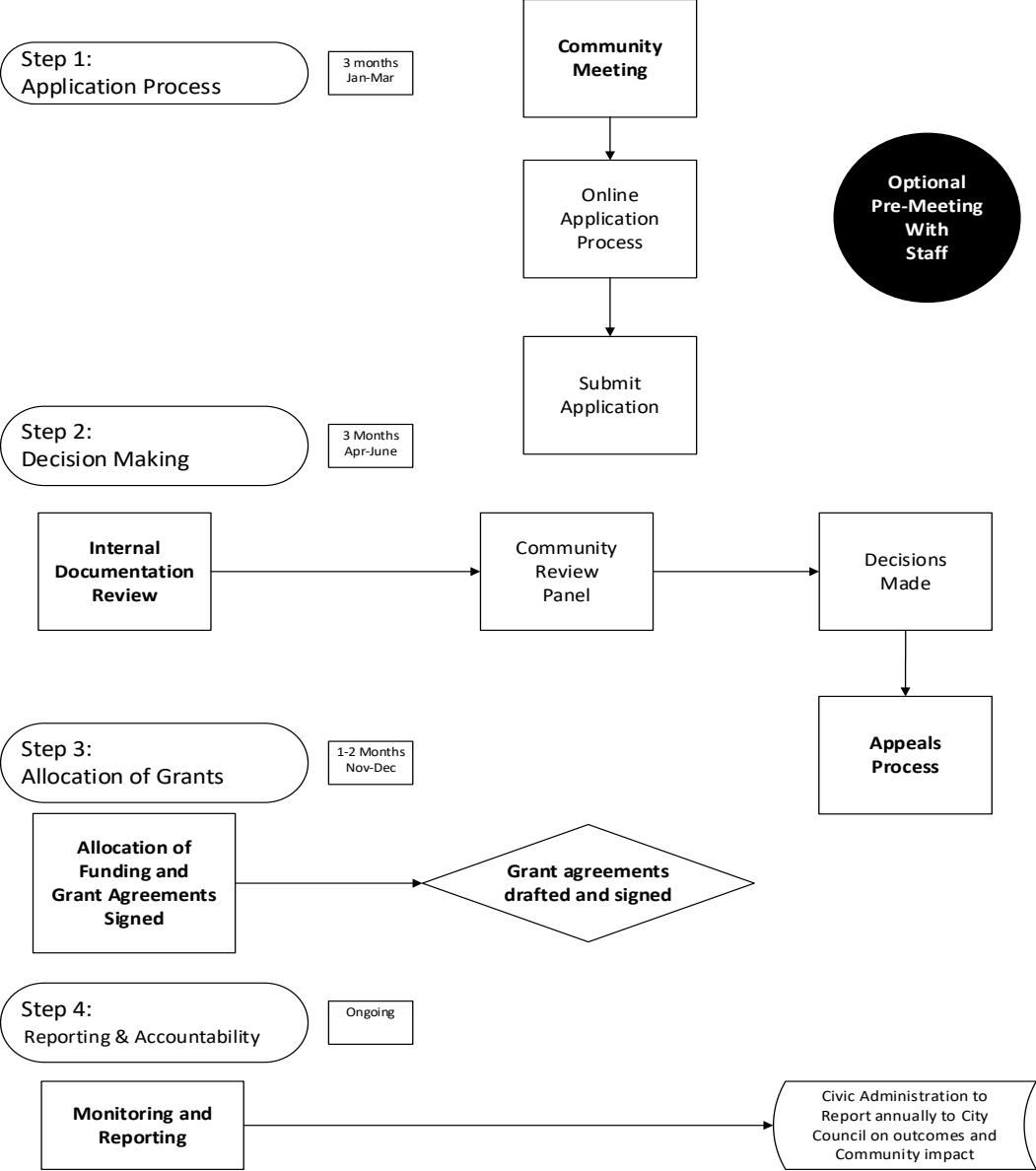
4.18. Purpose:

Capital Grants will be considered for the following purposes:

- Purchase of Land and Buildings: Grants are made in this category only when the purchase is required for the immediate capital project.
- Construction Costs: Grants in this category will be for costs associated with new facilities or renovation costs associated with the provision of additional program/service space.

4.19. The Project:

- 4.19.1. Organizations seeking a grant from the City must demonstrate a need for the proposed project and must indicate how the particular organization is best suited to meet this need.
- 4.19.2. The organizations requesting grants will not be eligible if, in the opinion of the City of London, the project for which funds are requested is unnecessary for the requirements of the community.
- 4.19.3. Projects for which grant funds are requested should be available to a broad cross-section of the London community.
- 4.19.4. Priority will be given to projects that make a unique contribution to or are of special significance to the City.
- 4.19.5. All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- 4.19.6. All projects must be either tendered or open to competitive bidding by two or more parties.
- 4.19.7. Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
- 4.19.8. Preference will be given to organizations that demonstrate a willingness to co-operate in the sharing of their facilities with other organizations.



City of London Community Grants Program: Structure of Community Review Panel



TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF APRIL 8, 2019
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES & CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	CITY OF LONDON SERVICE REVIEW: PROJECT UPDATE

RECOMMENDATION

That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the report regarding the update on the status of the City of London Service Review **BE RECEIVED** for information, it being noted that KPMG will undertake, on behalf of the City, in-depth reviews (“Deep Dives”) of the following opportunities:

1. Service Delivery for Housing;
2. User Fees For Municipal Services; and,
3. Service Delivery for Municipal Golf.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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“Tabling of the 2016— 2019 Multi-Year Budget,” Strategic Priorities and Policy Committee, January 11, 2016

“Service Review Initiatives, Process and 2016 Update,” Strategic Priorities and Policy Committee, September 26, 2016

“Update on Service Review Initiatives,” Strategic Priorities and Policy Committee, May 29, 2017

“Service Review Initiatives 2017 Update,” Strategic Priorities and Policy Committee, September 18, 2017

“RFP 18-04: City of London Service Review – Consulting Services,” Strategic Priorities and Policy Committee, March 26, 2018

“Service Review Initiatives 2018 Update,” Strategic Priorities and Policy Committee, September 17, 2018

“Response to London Middlesex Housing Corporation (LMHC) Requested Changes to the Articles of Incorporation and PricewaterhouseCoopers Internal Audit Report,” Strategic Priorities and Policy Committee, March 4, 2019

LINK TO THE STRATEGIC PLAN

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

- Leading in Public Service
 3. Proactive financial management
 - A) Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers.
 5. Excellent Service Delivery
 - A) Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.

PURPOSE

On March 6, 2019, Municipal Council put forward and approved a resolution to undertake a review of the delivery of housing programs and services that are specific to the shareholder agreement between the City and London Middlesex Community Housing Corporation (“LMCH”) as well as the City and Housing Development Corporation, London (“HDC”). This report responds to item c) of the Council resolution, which is as follows:

That the following actions be taken with respect to requested changes to the Articles of Incorporation and PricewaterhouseCoopers Internal Audit Report for London Middlesex Housing Corporation:

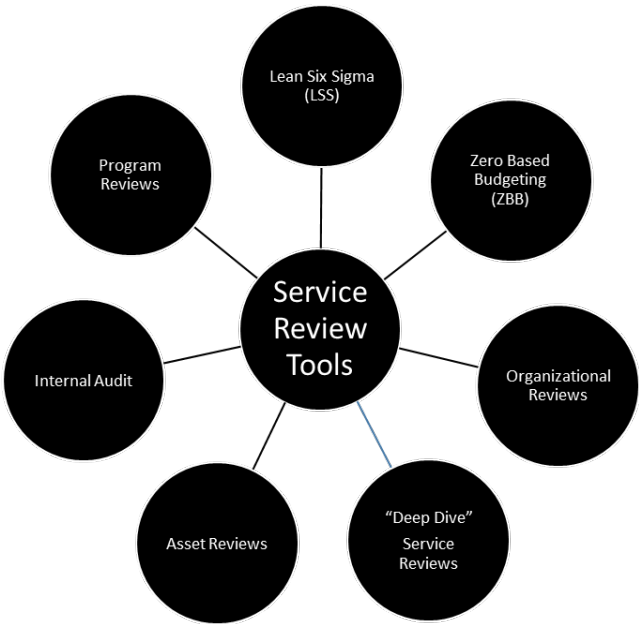
- a) on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the Civic Administration’s response to London Middlesex Housing Corporation’s (LMHC) requested changes to their Articles of Incorporation and PricewaterhouseCooper’s Internal Audit Report, dated March 4, 2019, BE RECEIVED for information;*
- b) the attached presentation from J. Browne, S. Quigley and M. Allen Easton, London & Middlesex Community Housing, with respect to this matter, BE RECEIVED; and,*
- c) to ensure it is maximizing its investment in housing, civic administration BE DIRECTED to undertake a review of the delivery of housing programs and services that are specific to the shareholder agreement between the City and London Middlesex Community Housing Corporation (“LMCH”) as well as the City and Housing Development Corporation, London (“HDC”) to evaluate the current service delivery model, including the relationships, roles and functions of the City and the two housing corporations, including any necessary changes to the shareholder declarations, noting that the review be completed in time to inform the development of the 2020-2023 Multi-Year Budget.*

This report provides an update on the City of London Service Review and identifies the two additional in-depth reviews that are planned to be undertaken by KPMG.

CITY OF LONDON SERVICE REVIEW

Background:

Through the 2016-2019 Multi-Year Budget process, Council directed Civic Administration to undertake a Service Review program in order to fund \$4 million in unidentified permanent budget reductions that were built-in to the approved budget. Civic Administration reports out annually on how the budget reductions have been achieved. To date, the City has selectively utilized six of the seven tools identified below to achieve the permanent budget reductions identified by Council for 2016, 2017 and 2018.



While other tools in the City's service review "toolkit" have focused on analyzing targeted components of various services, the "Deep Dive" project is intended to take a more complete view of the City's services to consider whether the right services are being delivered in the right ways. It is anticipated that the "Deep Dive" focus will be on looking for opportunities to achieve the following:

- Service level reduction or service elimination
- Operating efficiency and cost reduction
- Alternative delivery of services and programs
- Revenue generation

Ultimately, the goal of the "Deep Dives" reviews will be to create capacity and or mitigate budget pressures anticipated for the next Multi-Year Budget (2020-2023).

Project Update:

Council endorsed the appointment of KPMG LLP as the successful proponent to undertake the Corporation's "Deep Dive" Service Review initiative on March 27, 2018. Since the appointment, the City's project team and KPMG have been working in collaboration to undertake a comprehensive, data driven evaluation of the City's programs and services, including Agencies, Boards and Commissions who chose to participate in the project, to determine if they are delivered as effectively and efficiently as possible. The section below summarizes the results from the service review to date.

As part of the review, KPMG conducted benchmarking of programs and services with comparator municipalities and indicated that the City's performance and position are consistent with, or favourable to, other large single-tier municipalities and comparator municipalities from an effectiveness and efficiency perspective. KPMG noted that the City has undertaken significant work with regard to service review initiatives completed to date, and that the extent of opportunities characterized as "low hanging fruit" to offer Council as easy wins is limited. Further, KPMG has prepared a list of opportunities for the City to pursue for further analysis. A number of the opportunities that were identified by the consultant are already in progress or required significant investment to achieve the savings. Based on the scoped list of opportunities, Civic Administration has identified two opportunities for further investigation as part of the in-depth review process. In addition, an in-depth review will also be undertaken of the delivery of housing programs and services that are specific to the shareholder agreement between the City and London Middlesex Community Housing Corporation ("LMCH") as well as the City and Housing Development Corporation, London ("HDC") as directed by Council on March 6, 2019.

Opportunities Identified for In-Depth Reviews:

The following section provides an overview of the three opportunities that have been identified for in-depth reviews to be completed by KPMG:

- *Review of Service Delivery for Housing*
 - Housing is a priority for the City and it is acknowledged that strategic and effective investments in housing and homeless prevention services are essential in this community.
 - The City is the Service Manager as established within the Housing Services Act, and is responsible for administering housing programs and services in the City of London and County of Middlesex.
 - As the designated Service Manager, the City wants to ensure that housing is delivered efficiently and effectively in order to maximize its investment in housing programs and services that are provided to the community.
 - To ensure the City is maximizing its investment in housing, KPMG will be undertaking a review of the delivery of housing programs and services that are specific to the shareholder agreement between City and London Middlesex Community Housing Corporation ("LMCH"), the City and Housing Development Corporation, London ("HDC").
 - The review will evaluate the current service delivery model, including the relationships, roles and functions of the City and the two housing corporations.

- *Review of User Fees For Municipal Services*
 - The City delivers a wide range of services, some of which are available to and accessed by a wide range of residents and ratepayers, while others are more specific to certain types of users.
 - In instances where the use of a municipal service is limited to specific users, user fees are often charged in order to provide a more fair and transparent linkage between the cost of delivering a service and its funding.
 - KPMG has identified a number of fee-funded services throughout City operations where user fees have not kept up with increasing costs to deliver the services or where additional fee revenue may be warranted.
 - KPMG will be undertaking a review of the City’s user fee structure, which includes a comparison to other municipalities, to ensure that its funding for services provides a fair balance between user pay and tax-supported contributions.
 - The review will also consider potential impacts on users for the increases in fees.
- *Review of Service Delivery for Municipal Golf*
 - The City currently operates three golf courses, Fanshawe, Thames Valley and River Road, which provide golfing, cart rentals, retail sales and food and beverage services to customers.
 - Revenue generated from golf services may be insufficient to fund future required capital reinvestment.
 - KPMG will be undertaking a review of the service delivery model for municipal golf to ensure a sustainable long term service delivery of affordable quality golf opportunities.
 - The service review may include the consideration of alternative strategies to maximize revenue from golf services.

PROPOSED PROCESS / NEXT STEPS

Over the next few months KPMG will undertake the three in-depth reviews as identified above. Civic Administration anticipates that the in-depth reviews will be completed and reported back by the end of the summer. Any recommended changes will be incorporated as part of the 2020-2023 Multi-Year Budget process.

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

- cc. Sandra Datars Bere, Managing Director, Housing, Social Services & Dearness Home
Lynne Livingstone, Managing Director, Neighbourhood, Children & Fire Services
George Kotsifas, Managing Director, Development and Compliance Services
Scott Stafford, Managing Director, Parks and Recreation

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON APRIL 8, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	COUNCIL'S STRATEGIC PLAN 2019-2023: UPDATED OUTCOMES, EXPECTED RESULTS, STRATEGIES, AND METRICS

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, March 4, 2019, April 1, 2019.

BACKGROUND

The purpose of this report is to provide an update on the work completed at the April 1, 2019 Strategic Priorities and Policy Committee meeting, as well as the next steps associated with the Strategic Plan.

Council’s 2019-2023 Strategic Plan

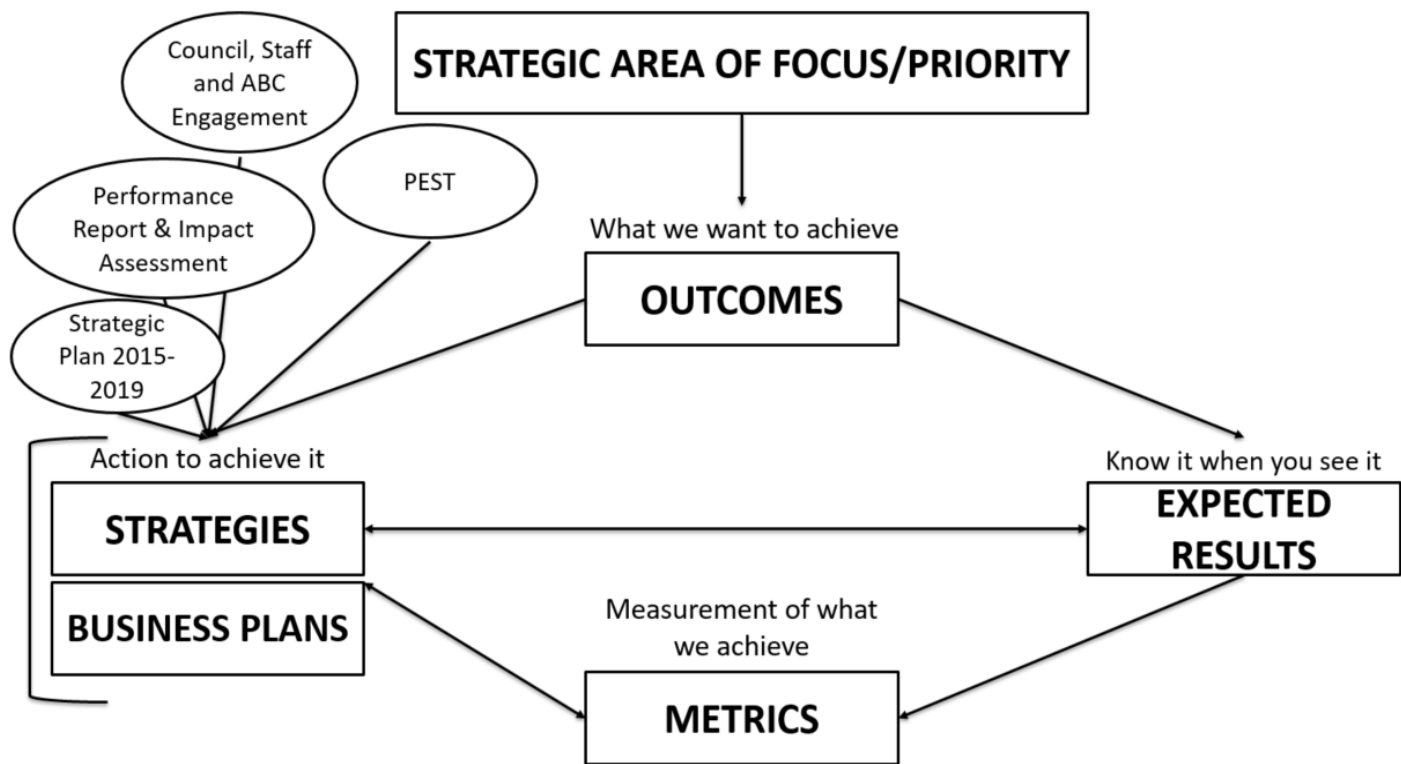
Process for Development

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:

- 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.
- Given these lessons, Civic Administration developed the following framework to guide the development of strategies for the 2019-2023 Strategic Plan:
 - 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;
 - 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;
 - Identify metrics that measure achievement of the strategies, expected results, and ultimately the outcomes; and,
 - Draft outcomes, expected results, and strategies will be informed by the following inputs:
 - The 2015-2019 Strategic Plan Impact Assessment (provided in the Dec 2018 SPPC report);
 - 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);
 - 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: Framework for the 2019-2023 Strategic Plan: provides a visual representation of the above-noted approach.



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.

Appendix A reflects all the modifications that were made at the meeting of the Strategic Priorities and Policy Committee on April 1, 2019.

Appendix B highlights the work accomplished at the April 1, 2019 SPPC meeting. This document is a “clean” version of the outcomes, expected results, and strategies to be finalized at the April 8, 2019 meeting.

On March 26, 2019, Council resolved the following:

The Civic Administration BE DIRECTED to consult and seek input from the broader community and with those individuals and organizations that are working to eliminate gender-based violence in London with respect to the communication received from the London Abused Women’s Centre and report back to the April 8, 2019 meeting of Strategic Priorities and Policy Committee with the outcome of the above-noted consultation; it being noted that the communication from the London Abused Women’s Centre will be posted on the City of London website.

Feedback received through getinvolved.london.ca will be tabled at the April 8, 2019 meeting.

Furthermore, on March 26, 2019, Council also resolved that:

- c) The Civic Administration BE DIRECTED to provide a brief history of the Back to the River Project at the April 8, 2019 meeting of the Strategic Priorities and Policy Committee; and,
- d) the London Community Foundation BE GRANTED delegation statues at the April 8, 2019 meeting of the Strategic Priorities and Policy Committee to speak to the Back to the River Project.

Information relating to the above-noted resolutions will also be presented at the April 8, 2019 meeting.

NEXT STEPS

Below are the timelines and remaining key deliverables to be accomplished 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.

April 8, 2019: Finalizing the Strategic Plan

- Council debates any final changes to the Strategic Plan

April 23, 2019 (Special SPPC Meeting prior to Council): Receiving and Approving the Strategic Plan

- Council receives and approves the Strategic Plan

April 23, 2019 Council Meeting: Approving the Strategic Plan

- Council approves the Strategic Plan 2019-2023

May 2019: Development of the 2020-2023 Multi-Year Budget

- 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

This document reflects all the modifications that were made at the meeting of the Strategic Priorities and Policy Committee on April 1, 2019.

Formatting Legend

BOLD	NEW changes and additional words proposed at the SPPC meeting on April 1, 2019
Strikethrough	Changes and deletions proposed at the SPPC meeting on April 1, 2109
Notes Column	Additional information requested at the SPPC meeting on April 1, 2019

STRENGTHENING OUR COMMUNITY (SOC)			
Outcome 1: Londoners have access to the supports they need to be successful			
Expected Result	Strategy	Metric	Notes
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	
	SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	# of chronic homeless supported through Housing First	Target: 1200 – this target is a unique number as some individuals will take longer than one year to achieve housing stability (400 individuals served annually and 1200 unique individuals over the lifespan of the strategic plan)
		# 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 Community Housing (LMCH) Strategic Plan objectives Completed	
		% of LMCH Service Standards Met	
		% of LMCH Tenants Satisfied with their Homes	
		# of housing units inspected for safety and environmental health	
	SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.	% 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	Notes
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 new affordable housing stock (built in partnership with HDC)	
		# 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 in the Coordinated Informed Response	
		% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response	
		# of 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	

STRENGTHENING OUR COMMUNITY			
Outcome 1: Londoners have access to the supports they need to be successful (continued)			
Expected Result	Strategy	Metric	Notes
d) Decrease the number of London residents experiencing poverty	SOC-09 Continue to support and develop collaborative approaches to end poverty.	\$ invested to support poverty reduction initiatives	
		NEW - # of London residents experiencing poverty	
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	
		NEW – Metric to be developed by London Police	Additional metric in the process of being developed
	SOC-11 Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in circulation to meet demand for collections	
		% of Indigenous people residing in local First Nations 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 families	
	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 served at library locations	
		# of youth served at library locations	
	SOC-14 Increase programming and activities for residents and families at Dearness Home.	\$ invested in auditorium expansion	
		# of programs and events offered	

STRENGTHENING OUR COMMUNITY			
Outcome 1: Londoners have access to the supports they need to be successful (continued)			
Expected Result	Expected Result	Expected Result	Notes
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 user trips on the Thames Valley Parkway (TVP)	
		# of kilometres of pathways (including TVP multi-use pathways and Secondary multi-use paths)	
		# of kilometres of trails (dirt, woodchip, and gravel)	
		NEW - # of connections completed in the Thames Valley Parkway system	
	SOC-16 Create programs and exhibitions to foster health and well-being.	% 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	
	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	

STRENGTHENING OUR COMMUNITY			
Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community			
Expected Result	Strategy	Metric	Notes
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 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	
		NEW - # of ABC participants in an 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	
		NEW - # of Neighbourhood Decision Making ideas implemented	
		# 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	
		NEW - # of activities supported within each neighbourhood	
		# of Planning education and engagement events held in neighbourhoods	
		# of unique venues where Planning events have been held	

STRENGTHENING OUR COMMUNITY			
Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued)			
Expected Result	Strategy	Metric	Notes
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community (continued)	SOC-20	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods. (continued)	# of Subdivision Ambassador outreach events
	SOC-21	Support neighbourhood festivals, cultural events, and activities across the city.	# of neighbourhood activities supported annually
			NEW - # of movie nights hosted in neighbourhoods
			NEW - # of movie nights hosted in neighbourhoods for the first time
			# 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 new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff

STRENGTHENING OUR COMMUNITY			
Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued)			
Expected Result	Strategy	Metric	Notes
NEW - Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue	NEW - Create opportunities for regular dialogue with post-secondary institutional partners.	NEW – # of meetings promoting positive, proactive and meaningful dialogue	
		NEW – # of shared initiatives	
		NEW – # of joint advocacy submissions	

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			
Expected Result	Strategy	Metric	Notes
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 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)	
	SOC-27 Invest in Dundas Place.	# of events hosted by the City and Dundas Street Partners (London Public Library, Museum London, Downtown London BIA, etc)	
		# of events	
		# of new targeted businesses opened on Dundas Place	

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			
Expected Result	Strategy	Metric	Notes
a) Continue to invest in culture (continued)	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 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 volunteers involved in sport	
		# of registered participants	
	SOC-31 Work with community partners to create a leading sustainable sport development model	# of hours accessed through third party agreements	
		# of formal agreements with local sport associations	

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	Notes
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 where customer need and 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	
		NEW - # of active Neighbourhood Watches in London	
	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	Notes
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	
		NEW: 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	
		NEW: Response Time to assemble 15 Firefighters on scene within the Urban Growth Boundary	
		NEW - # of incidents by response type	
	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	

STRENGTHENING OUR COMMUNITY			
Outcome 4: London’s neighbourhoods have a strong character and sense of place			
Expected Result	Strategy	Metric	Notes
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 completed	
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 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	Notes
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 LMCH/Community Housing sites.	# of LMCH Units Renovated / Retrofitted	
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	
	BSC-06 Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	# of new neighbourhood community centres	
		# of new parks developed	
		# of new conservation areas	
		NEW – Metric TBD pending Parks & Recreation Master Plan	
	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-% of stakeholder satisfaction with the annual Growth Management Implementation Strategy Update process	

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	Notes
c) 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:	
		<ul style="list-style-type: none">• 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:	
		<ul style="list-style-type: none">• 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	
		# 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	
		\$ co-invested in master site plan at the Western Fair District	
		\$ invested in conservation areas	

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	Notes
c) Manage the infrastructure gap for all assets (continued)	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: <ul style="list-style-type: none">• 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	
		\$ invested in conservation areas	
		# of Corporate Asset Management Plan updates published	
	NEW – Communicate the consequences of the infrastructure gap	NEW - # of communication channels and educational outreach activities	

BUILDING A SUSTAINABLE CITY			
Outcome 2: London’s growth and development is well planned and sustainable over the long term			
Expected Result	Strategy	Metric	Notes
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	Notes
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	
		% of Urban Growth Boundary review completed	
		% growth that is intensification (within Built Area Boundary)	
		% intensification within Primary Transit Area	
		% growth within Urban Growth Boundary	
		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	

BUILDING A SUSTAINABLE CITY			
Outcome 3: London has a strong and healthy environment			
Expected Result	Strategy	Metric	Notes
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	
		NEW - % of industrial, commercial and institutional (IC&I) waste diverted from landfill	

BUILDING A SUSTAINABLE CITY			
Outcome 3: London has a strong and healthy environment			
Expected Result	Strategy	Metric	Notes
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 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	
		# 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	
		# of ecological assessments reviewed	
		# of Environmental Impact Studies monitoring compliance prior to subdivision assumption	
		# hectares of phragmites removed	Target revised : 5 hectares – 1 hectare annually over the lifetime of the strategic plan
		# of hectares of wetlands created by Conservation Authorities	
		# of trees planted by Conservation Authorities	
		# of hectares of grasslands created by Conservation Authorities	

BUILDING A SUSTAINABLE CITY			
Outcome 3: London has a strong and healthy environment			
Expected Result	Strategy	Metric	Notes
c) Protect and enhance waterways, wetlands, and natural areas (continued)	BSC-19 Improve water quality in the Thames River	# of Thames River water quality samples taken	
		NEW – Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA)	
		# 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	
		# of litres per day increase in ability to treat sewage 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	
	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	

BUILDING A SUSTAINABLE CITY			
Outcome 3: London has a strong and healthy environment			
Expected Result	Strategy	Metric	Notes
d) Conserve energy and increase actions to respond to climate change and severe weather (continued)	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	Lead and Next Steps
a) Increase access to transportation options	BSC-26 Build more infrastructure for walking and bicycling.	# of metres of sidewalks built	
		NEW – % decrease in Urban Growth Area streets without sidewalks	
		# of metres of bike lanes built	
		NEW - # metres of protected 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 subsidized passes rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) 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 (of specialized transit)	
		NEW - # of paratransit rides	
	BSC-31 Implement the LTC Ridership Growth Strategy.	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			
Expected Result	Strategy	Metric	Lead and Next Steps
a) Increase access to transportation options (continued)	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	
		% of PM peak period boardings and alightings at a fully accessible transit platform	
		% of residences within walking distance of higher order transit	
		% of jobs within walking distance of higher order transit	
	BSC-33 Implement the LTC 5 year Conventional Service Plan	Increase ridership	
		Increase rides per capita	
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)	
		NEW - # of traffic signals upgraded to the TIMMS Advanced Traffic Management System	
	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 total injury and fatality collisions	
		NEW - % reduction in pedestrian injury and fatality collisions	
		NEW - % reduction in cyclist injury and fatality collisions	
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	

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	Notes
d) Improve the quality of pedestrian environments to support healthy and active lifestyles (continued)	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	
		NEW – % decrease in neighbourhood streets without streetlights	

GROWING OUR ECONOMY (GOE)			
Outcome 1: London will develop a top quality workforce			
Expected Result	Strategy	Metric	Notes
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 agencies and institutions committed to 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 Ontario Works cases terminated as a result of participants 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.	Metrics TBD	Employment initiatives geared to secondary students are led by external agencies including: Elgin Middlesex Oxford Workforce Planning and Development Board, Local Employment Planning Council (both provincially funded). The City of London and LEDC are collaborators on the efforts of the EMOWP Board and the LEPC.
	GOE-04 Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	# of activities to support connections of students to business	Employment initiatives geared to secondary students are led by external agencies including: Elgin Middlesex Oxford Workforce Planning and Development Board, Local Employment Planning Council (both provincially funded). The City of London and LEDC are collaborators on the efforts of the EMOWP.
		# of activities to support connections of employers to employment and other training agencies	
		# of activities to support connections of employers to newcomers	
		# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology	
	GOE-05 Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# of newcomer attraction activities supported	
		# of newcomer retention and integration activities supported	
		% annual newcomer retention rate	

GROWING OUR ECONOMY			
Outcome 2: London is a leader in Ontario for attracting new jobs and investments			
Expected Result	Strategy	Metric	Notes
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	
	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	
	NEW – Work with multi-sector stakeholders to develop a Screen Based Industry Strategy.	NEW – Metric TBD through strategy development	

GROWING OUR ECONOMY			
Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)			
Expected Result	Strategy	Metric	Notes
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 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	
		Ratio of Construction Value to CIP loans within Community Improvement Plan (CIP) areas	
		% per year assessment growth rate above inflation in CIP areas	
		\$ of Covent Garden Market sales revenue	
		% of Covent Garden Market tenant vacancy	
		NEW – \$ contributed to a reserve fund for property acquisition within Community Improvement Plan areas	
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	
		NEW- # of active retention and expansion files	
		NEW - # of jobs retained	

GROWING OUR ECONOMY				
Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive				
Expected Result	Strategy		Metric	Notes
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	
			% 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	
			# of music workshops and networking opportunities created	
b) Increase efficiency and consistency for administrative and regulatory processes	GOE-23	Improve administrative and regulatory processes and by-law requirements.	# of Planning policy/procedural manuals created	
			# of bylaws reviewed and amended or repealed	
			# of building processes reviewed and improved	
			# of development processes reviewed and improved	
	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	
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.	# of visits to Service London Business website	
			# 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	
			NEW – # of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land	

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	Notes
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	
		# of resident interactions in the Multi-Year Budget 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	

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	Notes
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	
		% 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	
		NEW - # of ABC participants in the intercultural competency program	
		NEW – Indigenous Relations position filled	
		NEW – # initiatives supporting reconciliation implemented	
d) NEW - Increase the effectiveness of London’s strategic advocacy	NEW – Promote London’s intergovernmental priorities through Municipal Associations.	TBD	
	NEW – Increase the awareness of, and support of, Council’s strategic advocacy priorities.	TBD	

Leading in Public Service			
Outcome 2: Londoners experience exceptional and valued customer service			
Expected Result	Strategy	Metric	Notes
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 identified City staff that receive customer service training by Service Area	
		% of customers surveyed at point of transaction	
		% of customers satisfied with the services they received at point of transaction	
		% of service requests completed by planned completion date	
		% 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	

LEADING IN PUBLIC SERVICE			
Outcome 2: Londoners experience exceptional and valued customer service (continued)			
Expected Result	Strategy	Metric	Notes
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	
		NEW – Total service reviews completed with efficiencies identified	
	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.	TBD - Pending approval of Master Accommodation Business Plan (MAP) business case through MYB	
	LPS-13 Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release	
	LPS-30 Improve residents' satisfaction with winter road and sidewalk maintenance.	% average of winter storms where the response exceeds provincial road maintenance standards	
		NEW – % increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey	

LEADING IN PUBLIC SERVICE			
Outcome 2: Londoners experience exceptional and valued customer service (continued)			
Expected Result	Strategy	Metric	Notes
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 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	
		NEW – Metric TBD in consultation with the Accessibility Advisory Committee	ACCAC is reviewing the current metrics and will follow up with the Clerk’s office.
	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	
		NEW – # calls made to 311 and 519.661.CITY	
		NEW - # of City message campaigns advertised on digital billboards	
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	

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	Notes
a) Increase the diversity of the city’s workforce	LPS-18 Update and implement an Equity and Inclusion Plan.	% 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	
c) Maintain a safe and healthy workplace	LPS-20 Develop and implement a People Plan.	Metrics TBD through the development of the Plan	
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	
		NEW – Debt financing as a percentage of the lifecycle renewal capital budget	
		NEW - Debt servicing costs as a percentage of total revenues	
	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	

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	Notes
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	
		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	
		NEW – Average tax increases by property class including education	
		NEW – Metric TBD pending the tax policy strategy	
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 available electronically (Provincial Offences Court)	
		% progress towards completion of digital application tracking initiatives	

STRENGTHENING Our Community

1. Londoners have access to the supports they need to be successful

Expected Results	Strategy
Increase affordable and quality housing options	Establish and revitalize community housing through a Regeneration Plan. Increase supportive and specialized housing options for households experiencing chronic homelessness. Strengthen the support for individuals and families in need of affordable housing. Utilize innovative regulations and investment to facilitate affordable housing development.
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Create more purpose-built, sustainable, affordable housing stock in London. Implement coordinated access to mental health and addictions services and supports. Improve emergency shelter diversion and rapid re-housing practices.
Support improved access to mental health and addictions services	Strengthen and support the mental health and addictions system.
Decrease the number of London residents experiencing poverty	Continue to support and develop collaborative approaches to end poverty.
Increase opportunities for individuals and families	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups. Fund and partner with the London Public Library to increase opportunities for people to access the services they need. Improve access to licensed child care and early years opportunities. Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults. Increase programming and activities for residents and families at Dearness Home.
Improve the health and well-being of Londoners	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces. Create programs and exhibitions to foster health and well-being. Deliver health protection and promotion programs guided by population health surveillance.

2. Londoners are engaged and have a sense of belonging in their neighbourhoods and community

Expected Results	Strategy
Increase the number of residents who feel welcomed and included	Create inclusive engagement opportunities for Londoners. Strengthen understanding of and ability to engage in practices that promote cultural safety.
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods. Support neighbourhood festivals, cultural events, and activities across the city. Expand Social Services client feedback and participation in service delivery design in their community. Implement programs and services that respond to neighbourhood recreation needs. Promote and invest in urban agriculture initiatives.

STRENGTHENING Our Community

2. Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued)

Expected Results	Strategy
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue	Create opportunities for regular dialogue with post-secondary institutional partners.

3. Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city

Expected Results	Strategy
Continue to invest in culture	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London’s Strategic Plan. Engage Londoners in culture to increase community vibrancy and awareness. Invest in Dundas Place. Maintain the heritage resources of Eldon House to foster an appreciation of London’s community and cultural heritage.
Increase participation in recreation, sport, and leisure activities	Remove barriers to access recreation, sport, leisure, and leadership programs and services. Increase the number of recreation, sport, and leisure opportunities. Work with community partners to create a leading sustainable sport development model.
Increase resident use of community gathering spaces	Invest in community building projects. Provide public Wi-Fi in recreation facilities, particularly in areas where customer need and existing appropriate network connectivity.
Increase neighbourhood safety	Develop and implement a Community Safety and Well-being Plan. Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations. Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department. Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement. Reduce come through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity. Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies. Improve emergency response through the development and implementation of the Fire Master Plan and new technology. Promote pedestrian safety and active transportation.

STRENGTHENING Our Community

4. London’s neighbourhoods have a strong character and sense of place

Expected Results	Strategy
Ensure that new development fits within and enhances its surrounding community	Prepare and implement urban design guidelines.
Continue to conserve London’s heritage properties and archaeological resources	Conserve London's heritage through regulation and investment.
Increase the number of community gathering spaces in neighbourhoods	Invest in community building projects.

BUILDING A Sustainable City

1. London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community

Expected Results	Strategy
Maintain or increase current levels of service	Continue to develop the City's Public Art/Monument program. Develop and document current levels of service and identify proposed level of services. Regenerate and revitalize LMCH/Community Housing sites.
Build infrastructure to support future development and protect the environment	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill). Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps. Continue annual reviews of growth infrastructure plans to balance development needs with available funding.
Manage the infrastructure gap for all assets	Prioritize investment in assets to implement the Asset Management Plan. Monitor the infrastructure gap to inform the management of City assets. Communicate the consequences of the infrastructure gap.

2. London’s growth and development is well planned and sustainable over the long term

Expected Results	Strategy
Improve London’s resiliency to respond to potential future challenges	Advance sustainability and resiliency strategies.
Direct growth and intensification to strategic locations	Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure. Prepare detailed plans for strategic locations. Revitalize London's downtown and urban areas. Monitor city building outcomes with the London Plan.

3. London has a strong and healthy environment

Expected Results	Strategy
Increase waste reduction, diversion, and resource recovery	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.
Increase community knowledge and action to support the environment	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London. Increase community environmental outreach for the built environment through CityGreen.

BUILDING A Sustainable City

3. London has a strong and healthy environment (continued)

Expected Results	Strategy
Protect and enhance waterways, wetlands, and natural areas	Implement strategies, policies, and programs to conserve natural areas and features. Improve water quality in the Thames River. Bring Londoners ‘Back to the River’ by revitalizing the Thames River radiating from the Forks. Implement recommendations associated with the River Management Plan and One River Environmental Assessment.
Conserve energy and increase actions to respond to climate change and severe weather	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy. Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP). Update flood forecast and warning system to address a changing climate. Assess health vulnerability to climate change.

4. Londoners can move around the city safely and easily in a manner that meets their needs

Expected Results	Strategy
Increase access to transportation options	Build more infrastructure for walking and bicycling. Continue to expand options and programs to increase mobility. Develop a strategic plan for a future with connected and autonomous vehicles. Support Londoners to access affordable public transit where they live and work. Implement the London Transit Commission (LTC) 5 year Specialized Service Plan. Implement the LTC Ridership Growth Strategy. Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building. Implement the LTC 5 year Conventional Service Plan.
Manage congestion and travel times	Continue to improve the traffic signal system for the benefit of all road users. Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.
Improve safety for all modes of transportation	Implement infrastructure improvements and programs to improve road safety.
Improve the quality of pedestrian environments to support healthy and active lifestyles	Plant more trees to increase the city's tree canopy cover. Respond to changing participation patterns and emerging activities by adapting public spaces and programs. Increase pedestrian amenities on streets.

GROWING Our Economy

1. London will develop a top quality workforce

Expected Results	Strategy
Increase access employers have to the talent they require	Increase employers' access to resources to help achieve best practices in talent recruitment and retention. Increase Ontario Works client participation within employment activities.
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of local internship opportunities for post-secondary students. Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies. Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.

2. London is a leader in Ontario for attracting new jobs and investments

Expected Results	Strategy
Increase partnerships that promote collaboration, innovation, and investment	Expand opportunities and activities through the London Waste to Resources Innovation Centre. Implement the Smart City Strategy. Seek out and develop new partnerships and opportunities for collaboration. Plan for High Speed Rail. Collaborate with regional partners on international missions for new investment attraction. Undertake regional planning partnerships with neighbouring municipalities. Grow tourism revenues through initiatives that build awareness and interest in London. Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London. Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence. Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.
Maintain viability in key global markets	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity. Create a vibrant entertainment district in the City of London.
Increase public and private investment in strategic locations	Revitalize London's downtown and urban areas.
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Invest in city building projects. Increase partnership funding, sponsorships, and donations to recreation services and amenities.
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	Ensure job growth through attraction of new capital from a diverse range of markets and industries.

GROWING Our Economy

3. London creates a supportive environment where entrepreneurs, businesses, and talent can thrive

Expected Results	Strategy
Increase access to supports for entrepreneurs and small businesses, and community economic development	Revitalize London's Downtown and urban areas. Support entrepreneurs, start-up, and scale-up companies.
Increase efficiency and consistency for administrative and regulatory processes	Improve administrative and regulatory processes and by-law requirements. Improve access and navigation of City services and supports through Service London Business.
Increase the availability of serviced land in strategic locations	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.

LEADING In Public Service

1. The City of London is trusted, open, and accountable in service of our community

Expected Results	Strategy
Increase opportunities for residents to be informed and participate in local government	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.
Improve public accountability and transparency in decision making	Measure and publicly report on corporate performance. Increase access to information to support community decision making.
Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.
Increase the effectiveness of London’s strategic advocacy	Promote London’s intergovernmental priorities through Municipal Associations. Increase the awareness of, and support of, Council’s strategic advocacy priorities.

2. Londoners experience exceptional and valued customer service

Expected Results	Strategy
Increase community and resident satisfaction of their service experience with the City	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.
Increase responsiveness to our customers	Research and respond to emerging planning trends and issues. Streamline customer intake and follow-up across the corporation.
Increase efficiency and effectiveness of service delivery	Implement customer service standards. Conduct targeted service reviews. Promote and strengthen continuous improvement practices. Demonstrate leadership and accountability in the management and provision of quality programs, and services. Accommodate long-term space needs for the City of London and optimize service delivery locations. Improve animal welfare by encouraging more animal adoption. Improve residents' satisfaction with winter road and sidewalk maintenance.
Reduce barriers to access city services and information	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports. Implement the 2018 to 2021 Multi Year Accessibility Plan. Implement ways to improve access to services and information.
Increase the use of technology to improve service delivery	Continue to maintain, build, and enhance a high-performing and secure computing environment.

LEADING In Public Service

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 Results	Strategy
Increase the diversity of the city's workforce	Update and implement an Equity and Inclusion Plan.
Attract and retain a talented workforce	Develop and implement a People Plan.
Maintain a safe and healthy workplace	Develop and implement a People Plan.
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Plan, conduct, and support annual internal and external audits. Continue to ensure the strength and sustainability of London's finances. Establish and monitor targets for reserves and reserve funds. Maximize investment returns, adhering to the City's investment policy. Review and update the City's financial strategic planning, principles, and policies. Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan. Adhere to City of London limit on authorized debt (internal debt cap). Develop tax policy to align with Council priorities of the Strategic Plan.
Enhance the ability to respond to new and emerging technologies and best practices	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.

Council’s Strategic Plan 2019–2023: Final 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
	SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	# of chronic homeless 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 Community Housing (LMCH) Strategic Plan objectives Completed
		% of LMCH Service Standards Met
		% of LMCH Tenants Satisfied with their Homes
		# of housing units inspected for safety and environmental health
	SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.	% 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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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 new affordable housing stock (built in partnership with HDC)
		# 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 in the Coordinated Informed Response
		% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response
		# of 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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY		
Outcome 1: Londoners have access to the supports they need to be successful (continued).		
Expected Result	Strategy	Metric
d) Decrease the number of London residents experiencing poverty.	SOC-09 Continue to support and develop collaborative approaches to end poverty.	\$ invested to support poverty reduction initiatives
		NEW - # of London residents experiencing poverty
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
		NEW – Metric to be developed by London Police
	SOC-11 Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in circulation to meet demand for collections
		% of Indigenous people residing in local First Nations 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 families
	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 served at library locations
		# of youth served at library locations
	SOC-14 Increase programming and activities for residents and families at Dearness Home.	\$ invested in auditorium expansion
		# of programs and events offered

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY		
Outcome 1: Londoners have access to the supports they need to be successful (continued).		
Expected Result	Expected Result	Expected Result
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 user trips on the Thames Valley Parkway (TVP)
		# of kilometres of pathways (including TVP multi-use pathways and Secondary multi-use paths)
		# of kilometres of trails (dirt, woodchip, and gravel)
		NEW - # of connections completed in the Thames Valley Parkway system
	SOC-16 Create programs and exhibitions to foster health and well-being.	% 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
	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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY		
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 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.	NEW - # of ABC participants in an intercultural competency program
		# of residents that voted in Neighbourhood Decision Making
		NEW - # of Neighbourhood Decision Making ideas implemented
		# 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
		NEW - # of activities supported within each neighbourhood
		# of Planning education and engagement events held in neighbourhoods
		# of unique venues where Planning events have been held
		# of Subdivision Ambassador outreach events

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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
		NEW - # of movie nights hosted in neighbourhoods
		NEW - # of movie nights hosted in neighbourhoods for the first time
		# 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 new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff
NEW - Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue.	NEW - Create opportunities for regular dialogue with post-secondary institutional partners.	NEW – # of meetings promoting positive, proactive and meaningful dialogue
		NEW – # of shared initiatives
		NEW – # of joint advocacy submissions

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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.		
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 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)
	SOC-27 Invest in Dundas Place.	# of events hosted by the City and Dundas Street Partners (London Public Library, Museum London, Downtown London BIA, etc)
		# of events
		# 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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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.	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 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 volunteers involved in sport
		# of registered participants
	SOC-31 Work with community partners to create a leading sustainable sport development model.	# of hours accessed through third party agreements
		# 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 where customer need and existing appropriate network connectivity.	% of targeted Wi-Fi implementations completed

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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
Increase neighbourhood safety.	SOC-33 Develop and implement a Community Safety and Well-Being Plan.	Metrics TBD through the development of the Plan
		NEW - # of active Neighbourhood Watches in London
	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
	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
		NEW: 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
		NEW: Response Time to assemble 15 Firefighters on scene within the Urban Growth Boundary
	SOC-40 Promote pedestrian safety and active transportation.	NEW - # of incidents by response type
		# 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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY		
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
c) Increase the number of community gathering spaces in neighbourhoods.	SOC-43 Invest in community building projects.	# of archaeological assessments completed
		% of available surplus school sites analyzed for parkland opportunities
		# of community gardens
		# of neighbourhood and district community centres

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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 LMCH /Community Housing sites.	# of LMCH Units Renovated / Retrofitted
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
	BSC-06 Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	# of new neighbourhood community centres
		# of new parks developed
		# of new conservation areas
		NEW – Metric TBD pending Parks & Recreation Master Plan
	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 -% of stakeholder satisfaction with the annual Growth Management Implementation Strategy Update process

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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) 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:
		<div><div><ul style="list-style-type: none">• Water• Wastewater – Sanitary• Stormwater• Roads & Structures• Traffic</div><div><ul style="list-style-type: none">• Parking• Solid Waste• Recreation• Parks• Urban Forestry• Fire</div><div><ul style="list-style-type: none">• Long Term Care• Corporate Facilities• Culture Facilities• Fleet• Information Technology Land</div></div>
		Ratio of Budget to Corporate Asset Management Plan targeted infrastructure investment by functional area, including:
		<div><div><ul style="list-style-type: none">• Water• Wastewater – Sanitary• Stormwater• Roads & Structures• Traffic</div><div><ul style="list-style-type: none">• Parking• Solid Waste• Recreation• Parks• Urban Forestry• Fire</div><div><ul style="list-style-type: none">• Long Term Care• Corporate Facilities• Culture Facilities• Fleet• Information Technology• Land</div></div>
		% 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
		# 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
		\$ co-invested in master site plan at the Western Fair District
		\$ invested in conservation areas

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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) Manage the infrastructure gap for all assets (continued).	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: <ul style="list-style-type: none">• 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
		\$ invested in conservation areas
		# of Corporate Asset Management Plan updates published
	NEW – Communicate the consequences of the infrastructure gap.	NEW - # of communication channels and educational outreach activities

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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
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
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
		% of Urban Growth Boundary review completed
		% growth that is intensification (within Built Area Boundary)
		% intensification within Primary Transit Area
		% growth within Urban Growth Boundary
		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
	NEW – Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).	TBD

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

BUILDING A SUSTAINABLE CITY		
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
		NEW - % of industrial, commercial and institutional (IC&I) waste diverted from landfill
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 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
		# 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
		# of ecological assessments reviewed
		# of Environmental Impact Studies monitoring compliance prior to subdivision assumption
		# 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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

BUILDING A SUSTAINABLE CITY		
Outcome 3: London has a strong and healthy environment (continued).		
Expected Result	Strategy	Metric
c) Protect and enhance waterways, wetlands, and natural areas (continued).	BSC-19 Improve water quality in the Thames River.	# of Thames River water quality samples taken
		NEW – Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA)
		# 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
		# of litres per day increase in ability to treat sewage 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
	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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

BUILDING A SUSTAINABLE CITY		
Outcome 3: London has a strong and healthy environment (continued).		
Expected Result	Strategy	Metric
d) Conserve energy and increase actions to respond to climate change and severe weather (continued).	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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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
		NEW – % decrease in Urban Growth Area streets without sidewalks
		# of metres of bike lanes built
		NEW - # metres of protected 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 subsidized passes rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) sold on average per month
		# of subsidized rides (Children 12 and Under and Seniors) on average per month
		% of service hour improvements to industrial areas
	BSC-30 Implement the London Transit Commission (LTC) 5 Year Specialized Service Plan.	# of lower and level non-accommodated trips
		Increase rides per capita (of specialized transit)
		NEW - # of paratransit rides
	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.	% 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
		% of jobs within walking distance of higher order transit
	BSC-33 Implement the LTC 5 Year Conventional Service Plan.	Increase ridership
		Increase rides per capita

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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)
		NEW - # of traffic signals upgraded to the TIMMS Advanced Traffic Management System
	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 total injury and fatality collisions
		NEW - % reduction in pedestrian injury and fatality collisions
		NEW - % reduction in cyclist injury and fatality collisions
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
		NEW – % decrease in neighbourhood streets without streetlights

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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 agencies and institutions committed to 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 Ontario Works cases terminated as a result of participants exiting to employment
		% of eligible clients that have an active outcome plan
	NEW – Increase the employment rate for Londoners who are not currently participating in the workforce.	NEW - % of Londoners aged 25-64 who are ‘not employed’
		NEW – London’s participation rate
		NEW – London’s unemployment rate
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.	Metrics TBD
	GOE-04 Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	# 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
		# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology
	GOE-05 Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# of newcomer attraction activities supported
		# of newcomer retention and integration activities supported
		% annual newcomer retention rate

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

GROWING OUR ECONOMY		
Outcome 2: London is a leader in Ontario for attracting new jobs and investments.		
Expected Result	Strategy	Metric
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 and promote regional connectivity.	# of area municipalities engaged in regional planning
	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
	NEW – Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	NEW – Metric TBD through strategy development

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

GROWING OUR ECONOMY		
Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued).		
Expected Result	Strategy	Metric
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 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
		Ratio of Construction Value to CIP loans within Community Improvement Plan (CIP) areas
		% per year assessment growth rate above inflation in CIP areas
		\$ of Covent Garden Market sales revenue
		% of Covent Garden Market tenant vacancy
		NEW – \$ contributed to a reserve fund for property acquisition within Community Improvement Plan areas
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
		NEW- # of active retention and expansion files
		NEW - # of jobs retained

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

GROWING OUR ECONOMY		
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
		% 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
		# of music workshops and networking opportunities created
b) Increase efficiency and consistency for administrative and regulatory processes.	GOE-23 Improve administrative and regulatory processes and by-law requirements to enhance London’s competitiveness.	# of Planning policy/procedural manuals created
		# of bylaws reviewed and amended or repealed
		# of building processes reviewed and improved
		% of building permit applications reviewed within legislated timeframes
		% of development applications meeting <i>Planning Act</i> timeframes
		# of development processes reviewed and improved
	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
		NEW – # of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

CREATING A SAFE LONDON FOR WOMEN AND GIRLS		
Outcome: London has enhanced the potential for women and girls to live safe lives.		
Expected Result	Strategy	Metric
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.	TBD
	Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.	TBD
	Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.	TBD
	Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London’s agencies, boards and commissions to also implement the training.	TBD
	Increase the number of women in senior management positions and other positions of power.	TBD
	Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.	TBD
	Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.	TBD
	Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.	TBD
	Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.	TBD
	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.	TBD
	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.	TBD
	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.	TBD
	Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women’s Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).	TBD
	Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.	TBD

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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
		# of resident interactions in the Multi-Year Budget 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
		% 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
		NEW - # of ABC participants in the intercultural competency program
		NEW – Indigenous Relations position filled
		NEW – # initiatives supporting reconciliation implemented
d) NEW - Increase the effectiveness of London’s strategic advocacy.	NEW – Promote London’s intergovernmental priorities through Municipal Associations.	TBD
	NEW – Increase the awareness of, and support of, Council’s strategic advocacy priorities.	TBD

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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 identified City staff that receive customer service training by Service Area
		% of customers surveyed at point of transaction
		% of customers satisfied with the services they received at point of transaction
		% of service requests completed by planned completion date
		% 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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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.	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
		NEW – Total service reviews completed with efficiencies identified
	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.	TBD - Pending approval of Master Accommodation Business Plan (MAP) business case through MYB
	LPS-13 Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release
	LPS-30 Improve residents' satisfaction with winter road and sidewalk maintenance.	% average of winter storms where the response exceeds provincial road maintenance standards
		NEW – % increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

LEADING IN PUBLIC SERVICE		
Outcome 2: Londoners experience exceptional and valued customer service (continued).		
Expected Result	Strategy	Metric
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 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
		NEW – Metric TBD in consultation with the Accessibility Advisory Committee
	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
		NEW – # calls made to 311 and 519.661.CITY
		NEW - # of City message campaigns advertised on digital billboards
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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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 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
c) Maintain a safe and healthy workplace.	LPS-20 Develop and implement a People Plan.	Metrics TBD through the development of the Plan
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
		NEW – Debt financing as a percentage of the lifecycle renewal capital budget
		NEW - Debt servicing costs as a percentage of total revenues
	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

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

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
		NEW – Average tax increases by property class including education
		NEW – Metric TBD pending the tax policy strategy
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 available electronically (Provincial Offences Court)
		% progress towards completion of digital application tracking initiatives

COUNCIL'S STRATEGIC PLAN 2019-2023: RECOMMENDATIONS FROM ANOVA AND LONDON ABUSED WOMEN'S CENTRE

Strategic Area of Focus: Creating a Safe London for Women and Girls

Outcome: London has enhanced the potential for women and girls to live safe lives	
Expected Result	Strategy
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.
	Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.
	Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.
	Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.
	Increase the number of women in senior management positions and other positions of power.
	Work with the London Transit Committee to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.
	Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.
	Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.
	Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.
	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions
	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.
	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.
	Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).
	Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.



2019 – 2023

Strategic Plan for the City of London

Vision

A leader in commerce, culture and innovation –
our region's connection to the World.

Mission

A responsive and modern public service partner
that fosters change to build a better London for all.

Values

Good Governance
Driven by Community
Acting with Compassion
Moving Forward through Innovation

Council's Strategic Plan 2019 – 2023

STRENGTHENING Our Community

Londoners have access to the supports they need to be successful.

Expected Result	Strategy
Increase affordable and quality housing options.	<p>Establish and revitalize community housing through a Regeneration Plan.</p> <p>Increase supportive and specialized housing options for households experiencing chronic homelessness.</p> <p>Strengthen the support for individuals and families in need of affordable housing.</p> <p>Utilize innovative regulations and investment to facilitate affordable housing development.</p>
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.	<p>Create more purpose-built, sustainable, affordable housing stock in London.</p> <p>Implement coordinated access to mental health and addictions services and supports.</p> <p>Improve emergency shelter diversion and rapid re-housing practices.</p>
Support improved access to mental health and addictions services.	<p>Strengthen and support the mental health and addictions system.</p>
Decrease the number of London residents experiencing poverty.	<p>Continue to support and develop collaborative approaches to end poverty.</p>
Increase opportunities for individuals and families.	<p>Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.</p> <p>Fund and partner with the London Public Library to increase opportunities for people to access the services they need.</p> <p>Improve access to licensed child care and early years opportunities.</p> <p>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</p> <p>Increase programming and activities for residents and families at Dearness Home.</p>
Improve the health and well-being of Londoners.	<p>Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.</p> <p>Create programs and exhibitions to foster health and well-being.</p> <p>Deliver health protection and promotion programs guided by population health surveillance.</p>

Londoners are engaged and have a sense of belonging in their neighbourhoods and community.

Expected Result	Strategy
Increase the number of residents who feel welcomed and included.	<p>Create inclusive engagement opportunities for Londoners.</p> <p>Strengthen understanding of and ability to engage in practices that promote cultural safety.</p>
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community.	<p>Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.</p> <p>Support neighbourhood festivals, cultural events, and activities across the city.</p> <p>Expand Social Services client feedback and participation in service delivery design in their community.</p> <p>Implement programs and services that respond to neighbourhood recreation needs.</p>

Council's Strategic Plan 2019 – 2023

STRENGTHENING Our Community

Promote and invest in urban agriculture initiatives.

Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued).

Expected Result	Strategy
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue.	Create opportunities for regular dialogue with post-secondary institutional partners.

Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.

Expected Result	Strategy
Continue to invest in culture.	<p>Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.</p> <p>Engage Londoners in culture to increase community vibrancy and awareness.</p> <p>Invest in Dundas Place.</p> <p>Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.</p>
Increase participation in recreation, sport, and leisure activities.	<p>Remove barriers to access recreation, sport, leisure, and leadership programs and services.</p> <p>Increase the number of recreation, sport, and leisure opportunities.</p> <p>Work with community partners to create a leading sustainable sport development model.</p>
Increase resident use of community gathering spaces.	<p>Invest in community building projects.</p> <p>Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.</p>
Increase neighbourhood safety.	<p>Develop and implement a Community Safety and Well-Being Plan.</p> <p>Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.</p> <p>Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.</p> <p>Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.</p> <p>Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.</p> <p>Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.</p> <p>Improve emergency response through the development and implementation of the Fire Master Plan and new technology.</p> <p>Promote pedestrian safety and active transportation.</p>

Council’s Strategic Plan 2019 – 2023

STRENGTHENING Our Community

London’s neighbourhoods have a strong character and sense of place.

Expected Result	Strategy
Ensure that new development fits within and enhances its surrounding community.	Prepare and implement urban design guidelines.
Continue to conserve London's heritage properties and archaeological resources.	Conserve London's heritage through regulation and investment.
Increase the number of community gathering spaces in neighbourhoods.	Invest in community building projects.

Council's Strategic Plan 2019 – 2023

BUILDING A Sustainable City

London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community.

Expected Result	Strategy
Maintain or increase current levels of service.	Continue to develop the City's Public Art/Monument program. Develop and document current levels of service and identify proposed level of services. Regenerate and revitalize LMCH/Community Housing sites.
Build infrastructure to support future development and protect the environment.	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill). Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps. Continue annual reviews of growth infrastructure plans to balance development needs with available funding.
Manage the infrastructure gap for all assets.	Prioritize investment in assets to implement the Asset Management Plan. Monitor the infrastructure gap to inform the management of City assets. Communicate the consequences of the infrastructure gap.

London’s growth and development is well planned and sustainable over the long term.

Expected Result	Strategy
Improve London’s resiliency to respond to potential future challenges.	Advance sustainability and resiliency strategies.
Direct growth and intensification to strategic locations.	Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure. Prepare detailed plans for strategic locations. Revitalize London's downtown and urban areas. Monitor city building outcomes with the London Plan. Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).

London has a strong and healthy environment.

Expected Result	Strategy
Increase waste reduction, diversion, and resource recovery.	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.
Increase community knowledge and action to support the environment.	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London. Increase community environmental outreach for the built environment through CityGreen.

Council's Strategic Plan 2019 – 2023

BUILDING A Sustainable City

London has a strong and healthy environment (continued).

Expected Result	Strategy
Protect and enhance waterways, wetlands, and natural areas.	Implement strategies, policies, and programs to conserve natural areas and features. Improve water quality in the Thames River. Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks. Implement recommendations associated with the River Management Plan and One River Environmental Assessment.
Conserve energy and increase actions to respond to climate change and severe weather.	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy. Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP). Update flood forecast and warning system to address a changing climate. Assess health vulnerability to climate change.

Londoners can move around the city safely and easily in a manner that meets their needs.

Expected Result	Strategy
Increase access to transportation options.	Build more infrastructure for walking and bicycling. Continue to expand options and programs to increase mobility. Develop a strategic plan for a future with connected and autonomous vehicles. Support Londoners to access affordable public transit where they live and work. Implement the London Transit Commission (LTC) 5 Year Specialized Service Plan. Implement the LTC Ridership Growth Strategy. Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building. Implement the LTC 5 Year Conventional Service Plan.
Manage congestion and travel times.	Continue to improve the traffic signal system for the benefit of all road users. Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.
Improve safety for all modes of transportation.	Implement infrastructure improvements and programs to improve road safety.
Improve the quality of pedestrian environments to support healthy and active lifestyles.	Plant more trees to increase the city's tree canopy cover. Respond to changing participation patterns and emerging activities by adapting public spaces and programs. Increase pedestrian amenities on streets.

Council's Strategic Plan 2019 – 2023

GROWING Our Economy

London will develop a top quality workforce.

Expected Result	Strategy
Increase access employers have to the talent they require.	Increase employers' access to resources to help achieve best practices in talent recruitment and retention. Increase Ontario Works client participation within employment activities. Increase the employment rate for Londoners who are not currently participating in the workforce.
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies.	Increase the number of local internship opportunities for post-secondary students. Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies. Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.

London is a leader in Ontario for attracting new jobs and investments.

Expected Result	Strategy
Increase partnerships that promote collaboration, innovation, and investment.	Expand opportunities and activities through the London Waste to Resources Innovation Centre. Implement the Smart City Strategy. Seek out and develop new partnerships and opportunities for collaboration. Plan for High Speed Rail. Collaborate with regional partners on international missions for new investment attraction. Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity. Grow tourism revenues through initiatives that build awareness and interest in London. Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London. Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence. Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.
Maintain viability in key global markets.	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity. Create a vibrant entertainment district in the City of London.
Increase public and private investment in strategic locations.	Revitalize London's downtown and urban areas.
Increase public and private investment in amenities that attract visitors, a talented workforce and investment.	Invest in city building projects. Increase partnership funding, sponsorships, and donations to recreation services and amenities.

Council’s Strategic Plan 2019 – 2023

GROWING Our Economy

London is a leader in Ontario for attracting new jobs and investments (continued).

Expected Result	Strategy
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.	Ensure job growth through attraction of new capital from a diverse range of markets and industries.

London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.

Expected Result	Strategy
Increase access to supports for entrepreneurs and small businesses, and community economic development.	Revitalize London's Downtown and urban areas. Support entrepreneurs, start-up, and scale-up companies.
Increase efficiency and consistency for administrative and regulatory processes.	Improve administrative and regulatory processes and by-law requirements to enhance London’s competitiveness. Improve access and navigation of City services and supports through Service London Business.
Increase the availability of serviced land in strategic locations.	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.

Council’s Strategic Plan 2019 – 2023

CREATING A Safe London

For Women and Girls

London has enhanced the potential for women and girls to live safe lives.

Expected Result	Strategy
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.	<p>Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.</p> <p>Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.</p> <p>Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.</p> <p>Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London’s agencies, boards and commissions to also implement the training.</p> <p>Increase the number of women in senior management positions and other positions of power.</p> <p>Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.</p> <p>Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Community Housing to build more accessible and safer housing options for women and girls.</p> <p>Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.</p> <p>Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.</p> <p>Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.</p> <p>Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.</p> <p>Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.</p> <p>Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women’s Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).</p> <p>Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.</p>

Council’s Strategic Plan 2019 – 2023

LEADING In Public Service

The City of London is trusted, open, and accountable in service of our community.

Expected Result	Strategy
Increase opportunities for residents to be informed and participate in local government.	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.
Improve public accountability and transparency in decision making.	Measure and publicly report on corporate performance. Increase access to information to support community decision making.
Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable.	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.
Increase the effectiveness of London’s strategic advocacy.	Promote London’s intergovernmental priorities through Municipal Associations. Increase the awareness of, and support of, Council’s strategic advocacy priorities.

Londoners experience exceptional and valued customer service.

Expected Result	Strategy
Increase community and resident satisfaction of their service experience with the City.	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.
Increase responsiveness to our customers.	Research and respond to emerging planning trends and issues. Streamline customer intake and follow-up across the corporation.
Increase efficiency and effectiveness of service delivery.	Implement customer service standards. Conduct targeted service reviews. Promote and strengthen continuous improvement practices. Demonstrate leadership and accountability in the management and provision of quality programs, and services. Accommodate long-term space needs for the City of London and optimize service delivery locations. Improve animal welfare by encouraging more animal adoption. Improve residents' satisfaction with winter road and sidewalk maintenance.
Reduce barriers to access city services and information.	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports. Implement the 2018 to 2021 Multi-Year Accessibility Plan. Implement ways to improve access to services and information.
Increase the use of technology to improve service delivery.	Continue to maintain, build, and enhance a high-performing and secure computing environment.

Council’s Strategic Plan 2019 – 2023

LEADING In Public Service

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
Increase the diversity of the city’s workforce.	Update and implement an Equity and Inclusion Plan.
Attract and retain a talented workforce.	Develop and implement a People Plan.
Maintain a safe and healthy workplace.	Develop and implement a People Plan.
Maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term.	Plan, conduct, and support annual internal and external audits. Continue to ensure the strength and sustainability of London’s finances. Establish and monitor targets for reserves and reserve funds. Maximize investment returns, adhering to the City’s investment policy. Review and update the City’s financial strategic planning, principles, and policies. Develop and monitor the Multi-Year Budget to align financial resources with Council’s Strategic Plan. Adhere to City of London limit on authorized debt (internal debt cap). Develop tax policy to align with Council priorities of the Strategic Plan.
Enhance the ability to respond to new and emerging technologies and best practices.	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.



back to the river

Re-imagining our relationship with the river



Why London Community Foundation?

We are a catalyst, creating systemic change by funding initiatives that will tackle our community's most pressing issues.

Investing in our Community

- \$3.5 to \$4.5 million a year granted
- \$20 million granted over the last 5 years to:
 - Mental Health
 - Homelessness
 - Neighborhood development
 - Food Security
 - Children and Youth
 - Addictions
 - Environment
 - Community Health


Social Impact Fund

- \$8.6 million fund, ~10% of LCF assets
- Helped build 130 units of affordable housing to date
- 5 social enterprises supported with more on the way



Community Mobilization

- London United for Syrian Refugees
- Mental Health and Addictions
- Food Policy Council
- Emerging affordable housing initiative
- Back to the River



Back to the River

Four years ago a group of partners identified an opportunity to engage with the river on a **higher level**, one of the 10 Heritage Rivers in Canada

So we partnered with **Upper Thames River Conservation Authority** and the **City of London** and created a **20 plus year vision** for the river



Consulting our Community

- Conducted focus groups with Indigenous peoples, landowners around the river, environmental groups, and other communities and corporate stakeholders
- Hosted a community workshop at the Western Fair with over 500 engaged Londoners who wanted to hear about Back to the River and the design proposals for the river



A Community Vision

- To build our local economy by developing a prosperous and bustling riverfront
- To improve and maintain the health of the community's river
- To strengthen the social and cultural fabric of London with dynamic and inclusive gathering places for all Londoners
- To connect Back to the River to affordable housing
- To create a community space for **everyone**

Investment

- **\$550,000 initial funding**
 - \$100,000 from a donor
 - \$400,000 from London Community Foundation
 - \$50,000 from the City of London
- **4 years and 1000+ hours of work from**
 - London Community Foundation
 - Upper Thames River Conservation Authority
 - City of London
 - Corporate volunteers

Donor Support

Without a formal campaign, we have secured:

- Two \$1 Million donations towards the Ribbon
- A \$1 Million donation toward river development in SoHo
- \$3 Million for affordable housing in SoHo adjacent the river
- A development grant from the McConnell Foundation
- TD Friends of the Environment grant for community consultations

Community Support

Corporate leaders including:

McConnell

MEDALLION
CORPORATION

TROJAN
technologies™



TD Friends of the
Environment
Foundation

The Mitchell
and Kathryn
Baran Family
Foundation

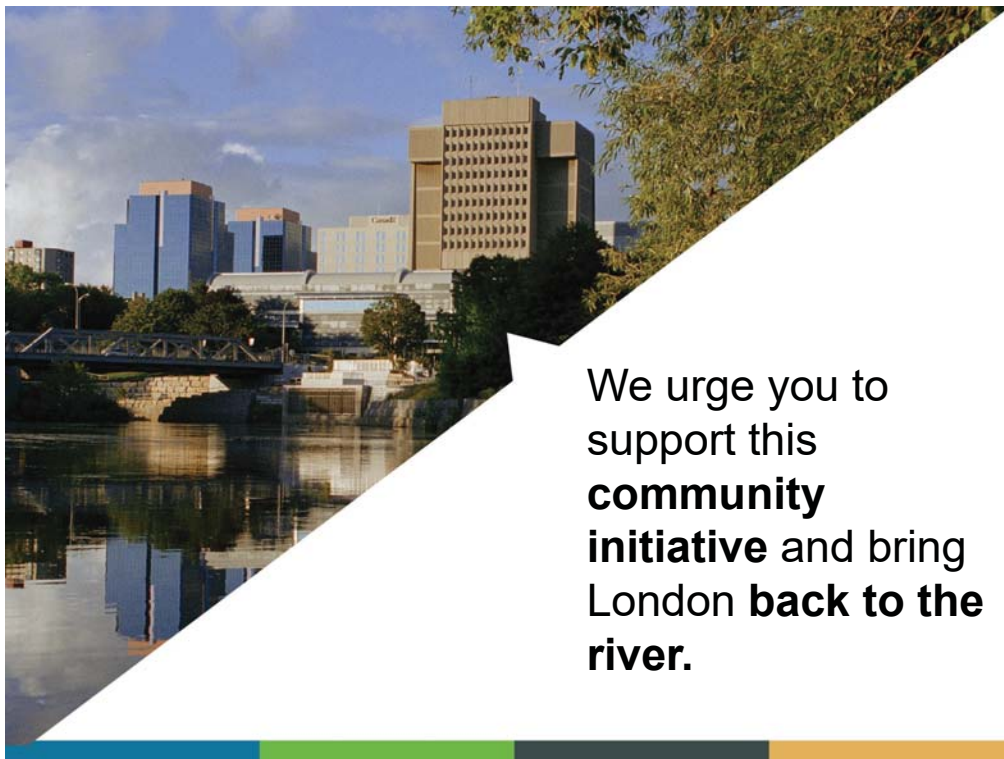
rtraction

And nearly 50 letters of public support sent to LCF, city councillors, and the mayor

Opportunity

Back to the River means:

- Attracting donors and developers to invest
- Growing our economy
- Civic engagement
- Improving access to London's heritage river
- Generating significant volunteer contributions

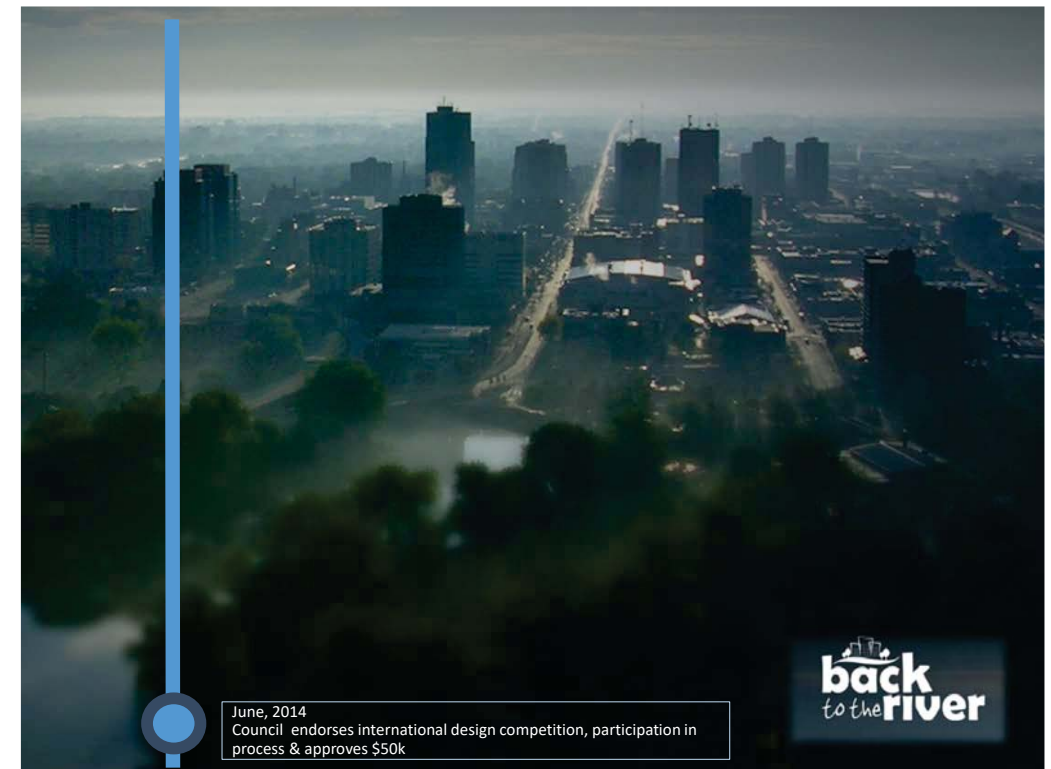


We urge you to support this **community initiative** and bring London **back to the river.**



Thank you!

www.backtotheriver.ca



Back to the River Core Area Waterfront Improvement

1. Social

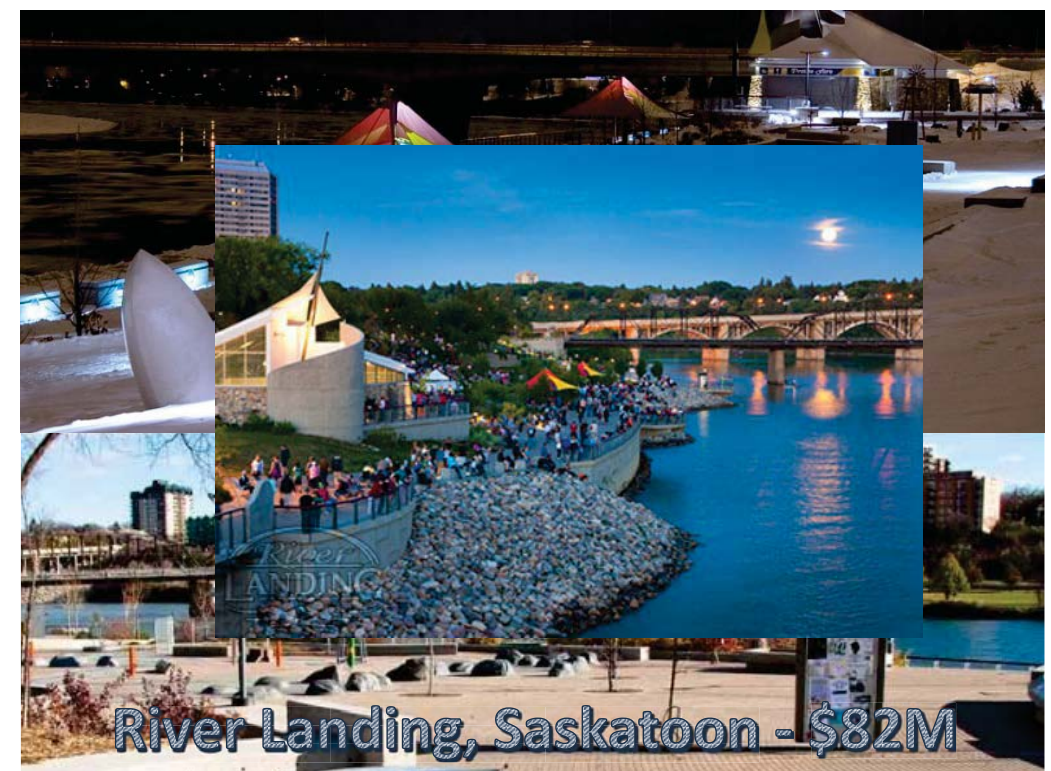
- Bring Londoners “Back to the River” – Core Area
- Give better access to the river
- A place for large community gatherings
- Public places for everyone

2. Environmental

- Improve health of the river
- Grow appreciation and long term stewardship for River

3. Economic

- Assist in Downtown/Core Area regeneration
- Public space that is part of London’s quality of life offering – building a city that attracts and retains labour force
- Another piece of tourism infrastructure



Halton gets set to approve world-class waterfront plan for Burlington



March, 2015
Council approves 2015-2019 Strategic Plan including "Partner with LCF on Back to the River Project"

June, 2014
Council endorses design competition, participation in process & approves \$50k

West Bay
Pier 8 Promenade Park Design winner "Hamilton: Hammer City" by Forrec Ltd



Forrec Ltd, has been selected by the competition jury as the winner of the Pier 8 Promenade Park Design Competition for their proposal "Hamilton: Hammer City".



[Find out the jury process and next steps for Pier 8 Promenade](#)

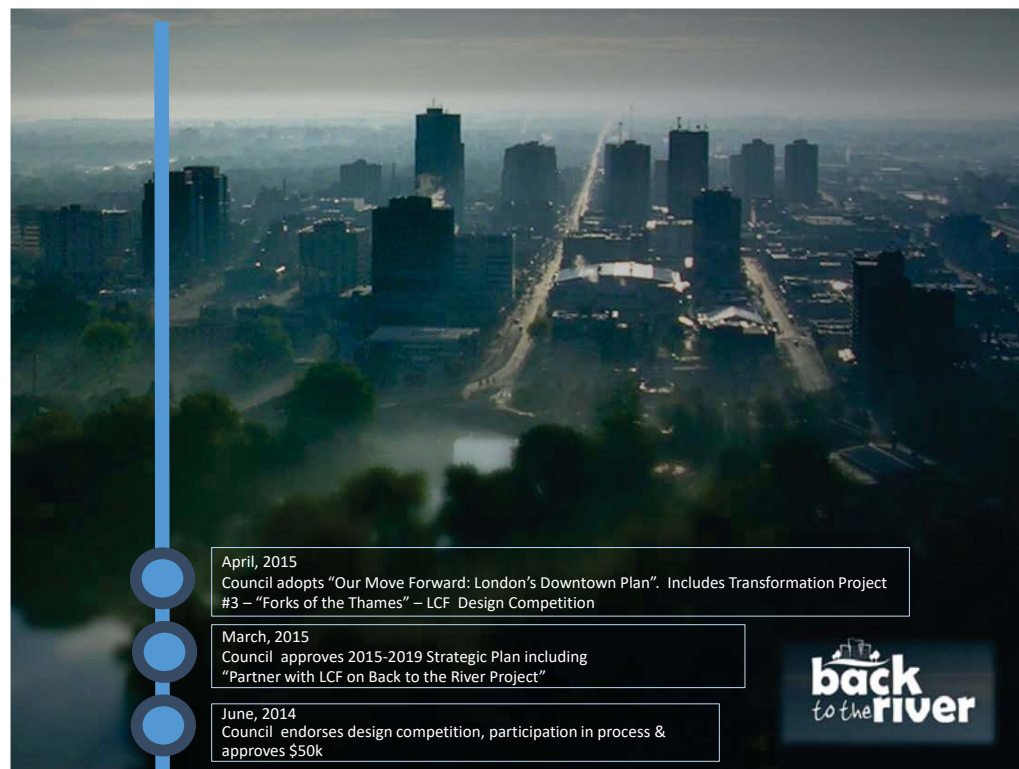
Hamilton West Harbour - \$172M

GROWING OUR ECONOMY

2. Urban regeneration

STRATEGY		
	What are we doing?	How are we doing it?
A	Invest in London's downtown as the heart of our city.	<ul style="list-style-type: none">London's Downtown PlanDundas Flexible StreetDundas Place Scoping StudyForks of the Thames Re-developmentLondon Community Foundation's "Back to the River Project"Alleyway ProgramVarious infrastructure upgradesDowntown management organization - new
	Foundation on the "Back to the River Project".	<ul style="list-style-type: none">London's Downtown PlanThames Valley Corridor Plan
E	Invest in making London's riverfront beautiful and accessible for all Londoners.	<ul style="list-style-type: none">Thames Valley Corridor PlanLondon Community Foundation "Back to the River Project"The London Plan (City Design and Culturally Rich & Diverse City) - draft






April, 2015
Council adopts "Our Move Forward: London's Downtown Plan". Includes Transformation Project #3 – "Forks of the Thames" – LCF Design Competition

March, 2015
Council approves 2015-2019 Strategic Plan including "Partner with LCF on Back to the River Project"

June, 2014
Council endorses design competition, participation in process & approves \$50k





OUR MOVE LON

**Transformational Project 3
Forks of the Thames**

What is the project?
The Forks of the Thames project envisions an urban promenade along the bank of the Thames River and a captivating urban park space at the foot of Dundas Street, linking activity on Dundas Street with riverfront activities. River views will be reestablished to reconnect the downtown and the riverfront.

Why is this project important?
Riverfronts in cities all over North America are entering a period of rejuvenation. These natural assets, which for the past many decades have not been a focus, are now becoming prominent economic development tools. Creating great riverfront public space has been a successful tool in revitalizing many downtowns, large and small, across the continent. For London, the Forks of the Thames is not only the historical founding site of our city, but it has long been the centre point of social life in London.

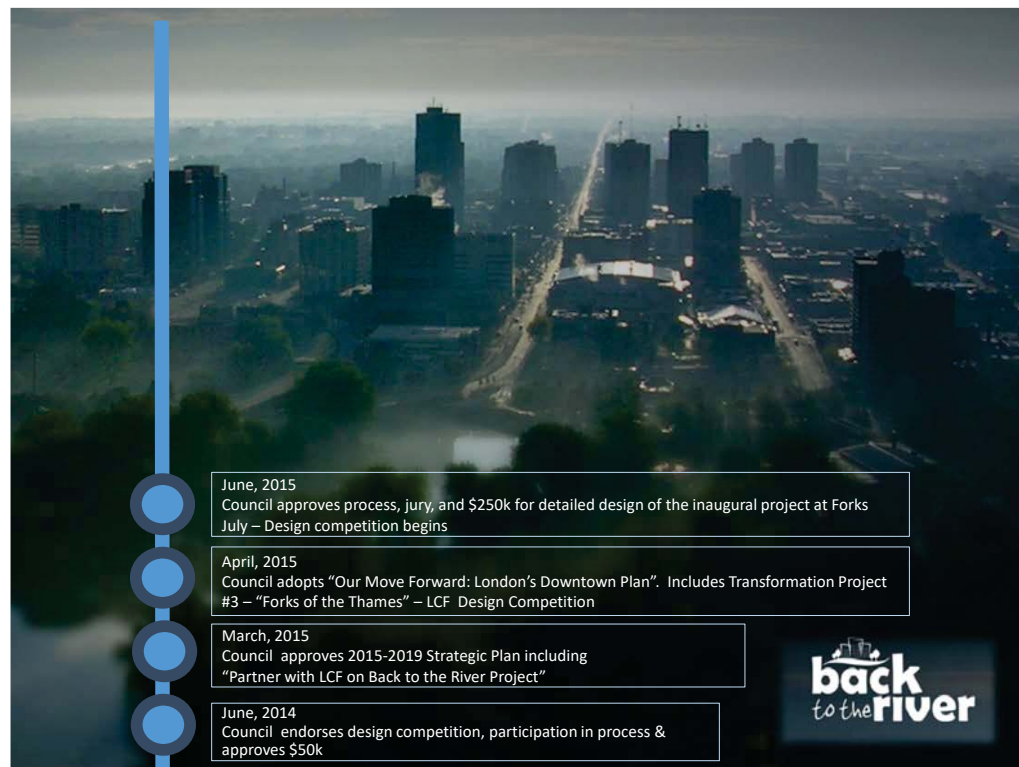
What will this project do for the downtown?
A redeveloped and reconnected Forks of the Thames can be the iconic city image for London. A vibrant active riverfront has the ability to draw visitors and Londoners, providing a positive experience and a wide variety of activities has the potential to draw them back again and again to support the continued vitality of the downtown.

The Forks of the Thames will be an asset and a significant community amenity, showcasing the city's profile and reputation for the desirability of living and locating businesses within the downtown.

A 2015 design ideas competition for London's central riverfront, hosted by the London Community Foundation, will inform the development opportunities associated with this project.

Council adopted April 14, 2015

back to the river




June, 2015
Council approves process, jury, and \$250k for detailed design of the inaugural project at Forks July – Design competition begins

April, 2015
Council adopts "Our Move Forward: London's Downtown Plan". Includes Transformation Project #3 – "Forks of the Thames" – LCF Design Competition

March, 2015
Council approves 2015-2019 Strategic Plan including "Partner with LCF on Back to the River Project"

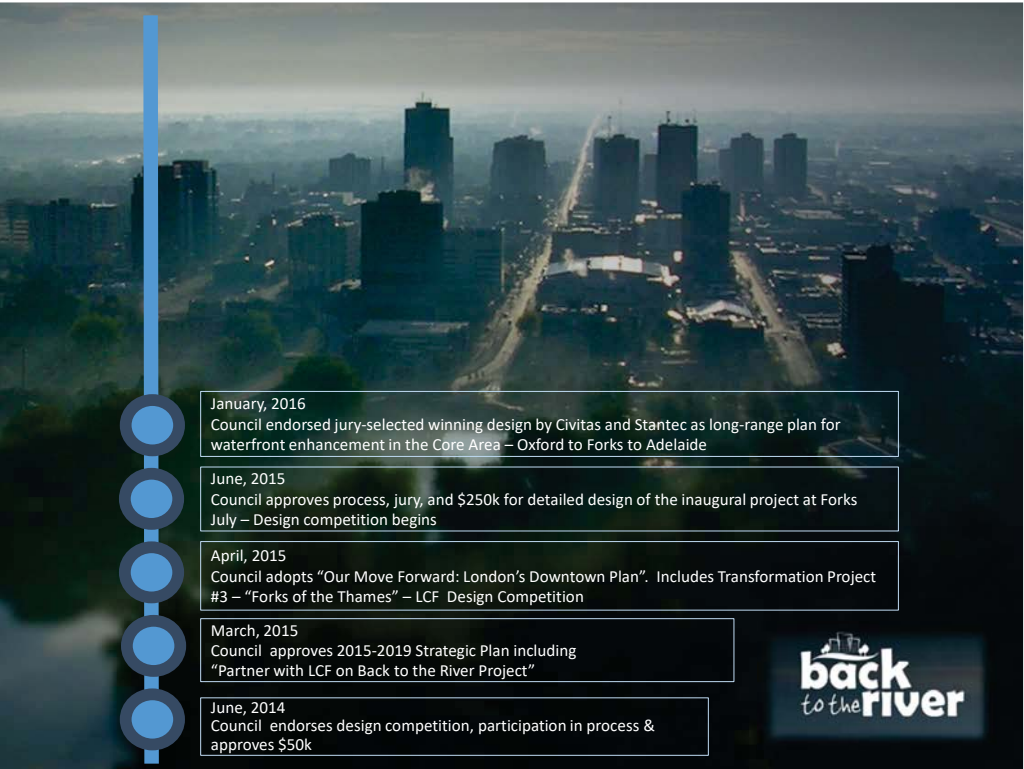
June, 2014
Council endorses design competition, participation in process & approves \$50k



International Design Competition is Held in London, ON



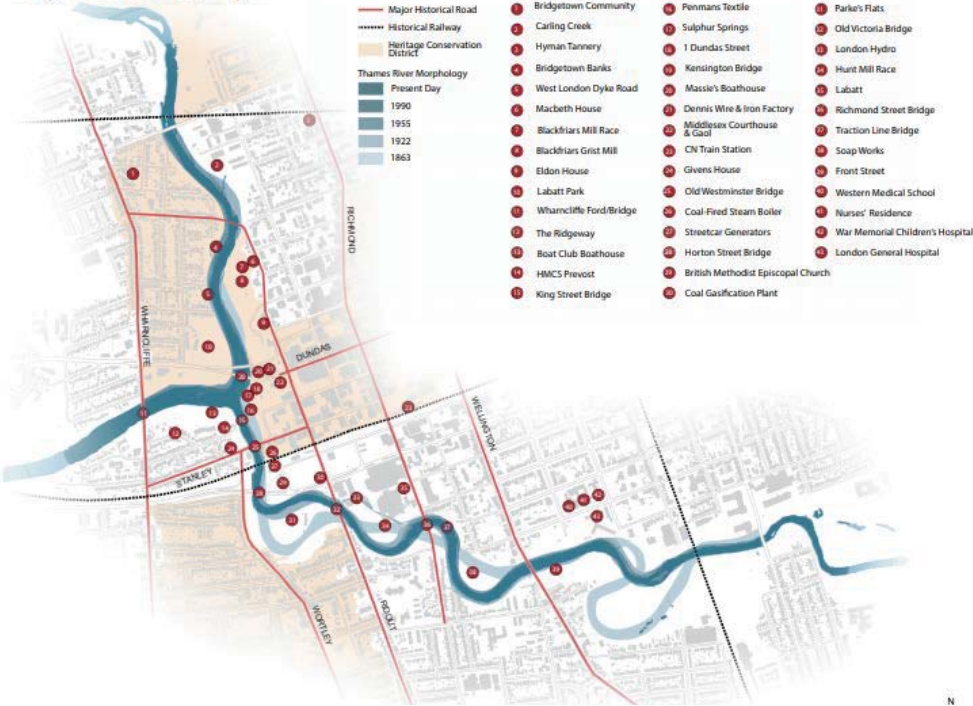
July 2015 - International Design Competition	October 2015 - Public Presentations	November 2015 - Winner Announcement
<ul style="list-style-type: none"> Interest from 300 firms worldwide 19 submissions 5 finalists 4 community consultations 2 river tours 	<ul style="list-style-type: none"> 5 firms presenting 300 excited Londoners 1 international adjudicating committee 5 jurors 	<ul style="list-style-type: none"> Civitas + Stantec "Ribbon of the Thames"



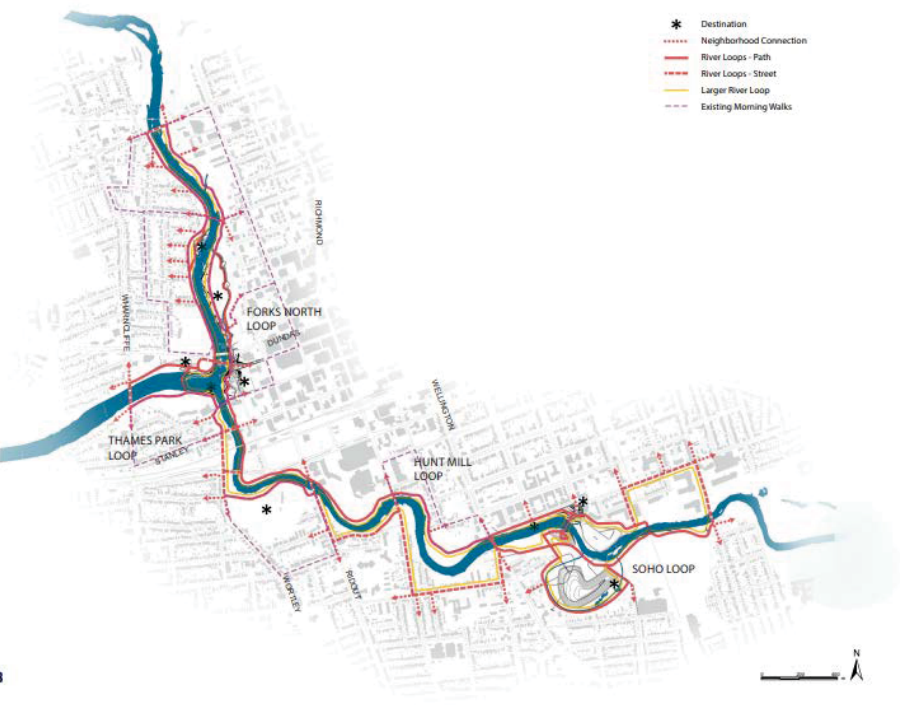
- a) the Jury-selected winning design, "The Ribbon of the Thames" created by Civitas and Stantec, BE ENDORSED as the long-range Concept Plan for further enhancement of the Thames Valley Corridor between Oxford Street, Wharncliffe Road and Adelaide Street South;
- b) the London Community Foundation and its funders and partners BE THANKED for their vision and leadership in initiating and executing the Back to the River initiative, and;
- c) the Civic Administration BE DIRECTED to report back on the scope of the Inaugural Project at the Forks of the Thames, its potential implications for other City Projects in the area and the implementation process for the Inaugural Project;

it being noted that the scope of the Inaugural Project and timing of implementation will be based on a future design process, subject to funding through the Strategic Investments portion of the Multi-Year Budget process and the City will continue to work with the London Community Foundation on opportunities to collaborate on the implementation of the Inaugural Project;

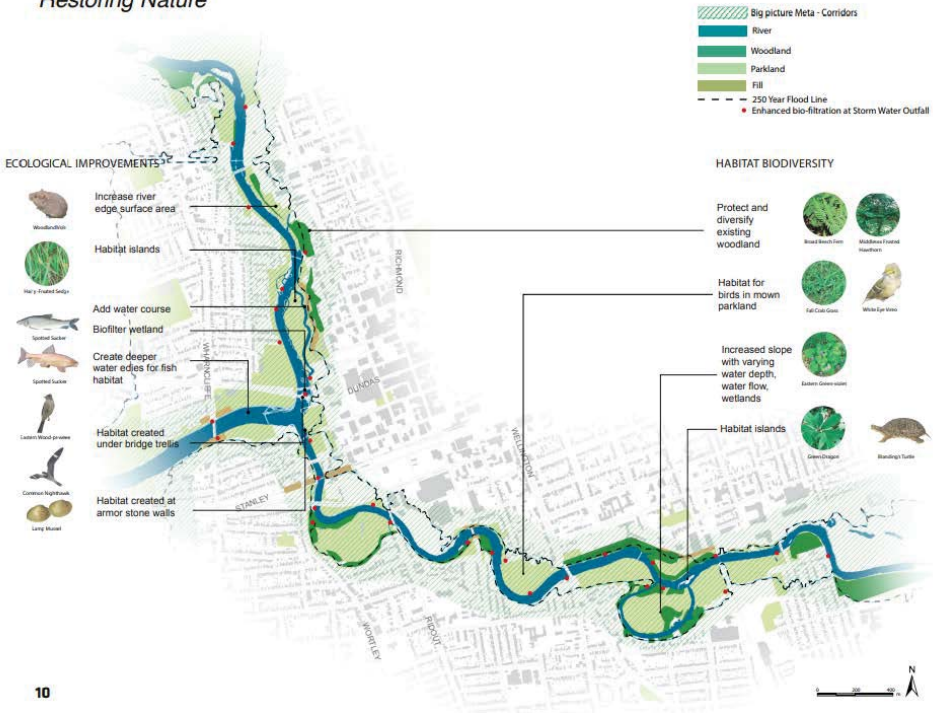
Origins and Meanings



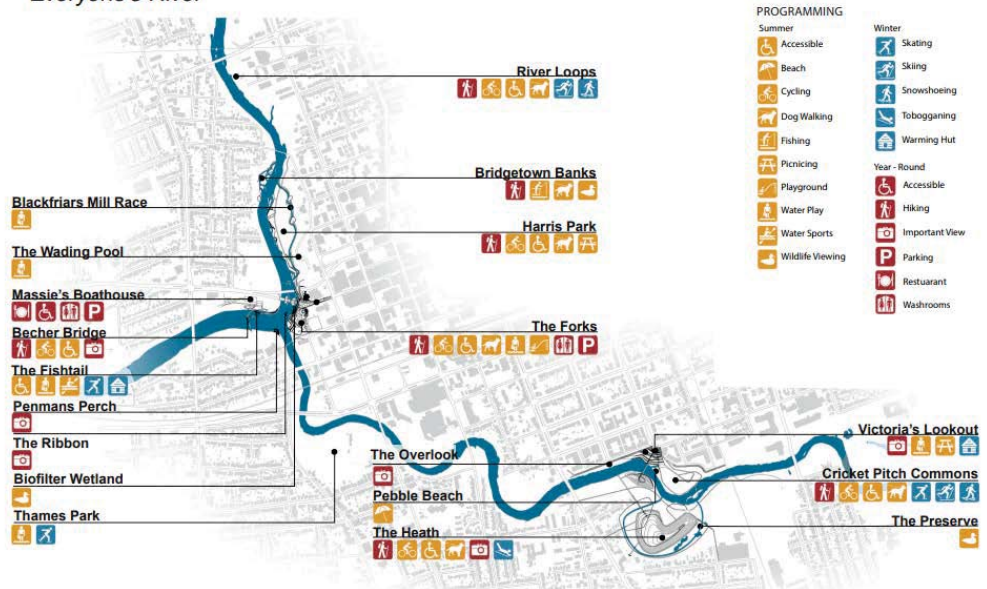
Beauty of a Nice Walk



Restoring Nature



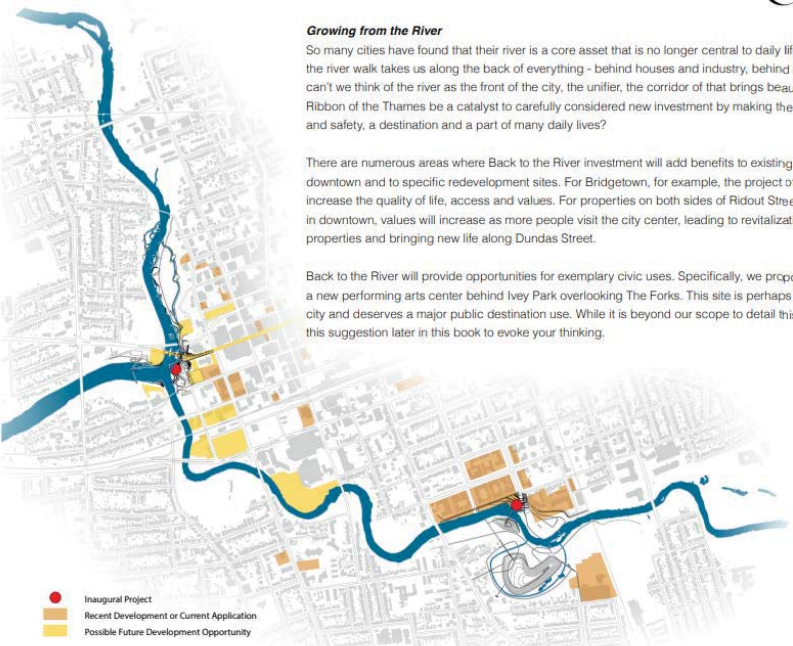
Everyone's River



The above maps show a wide array of places, activities and programs that can be developed along the Ribbon of the Thames. It is critical to integrate a wide variety of things to do into the loops that will be developed. This will distribute people throughout the many places created, along the corridor, increasing social activity and fostering security.



Growing from the River



Growing from the River

So many cities have found that their river is a core asset that is no longer central to daily life. Often we feel that the river walk takes us along the back of everything - behind houses and industry, behind empty lots. Yet why can't we think of the river as the front of the city, the unifier, the corridor of that brings beauty and value? Can The Ribbon of the Thames be a catalyst to carefully considered new investment by making the river a place of health and safety, a destination and a part of many daily lives?

There are numerous areas where Back to the River investment will add benefits to existing neighborhoods, downtown and to specific redevelopment sites. For Bridgetown, for example, the project offers benefits that will increase the quality of life, access and values. For properties on both sides of Ridout Street north, south and in downtown, values will increase as more people visit the city center, leading to revitalization of underutilized properties and bringing new life along Dundas Street.

Back to the River will provide opportunities for exemplary civic uses. Specifically, we propose the development of a new performing arts center behind Ivey Park overlooking The Forks. This site is perhaps the most iconic in the city and deserves a major public destination use. While it is beyond our scope to detail this, we have illustrated this suggestion later in this book to evoke your thinking.

The River Corridor

Capital Costs + Phasing



The Forks Inaugural Project



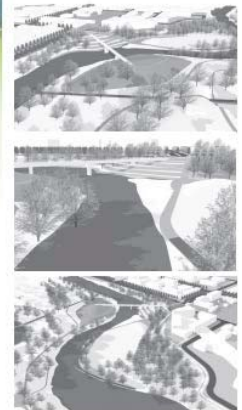
- ① THAMES VALLEY PARKWAY (CONCRETE PAVING)
- ② THE RIBBON (NOT IN PHASE ONE)
- ③ ONE DUNDAS COFFEE AND GELATO
- ④ PROTECT EXISTING WATER FEATURES
- ⑤ BIO-FILTER WETLAND AT OUTFALL
- ⑥ CONCRETE STEPS (SAND FINISH)
- ⑦ STONE COBBLE PAVING
- ⑧ ARMORSTONE SEATWALLS
- ⑨ ARMORSTONE RETAINING WALLS
- ⑩ IPE WOOD DECKING
- ⑪ PROTECT EXISTING TREES
- ⑫ PROTECT EXISTING PLAY STRUCTURES (AND ADD NEW PLAY STRUCTURES AND PLAY SURFACE)
- ⑬ SLOPING LAYOUT LAWN TERRACES
- ⑭ ENHANCED NATIVE PLANTED EDGE
- ⑮ PLAZA WITH PATIO SEATING
- ⑯ PERFORMING ARTS CENTER (NOT IN PHASE ONE)



21



- ① VICTORIA'S LOOKOUT
- ② SOHO LANDING
- ③ PEBBLE BEACH
- ④ BRISK POINT
- ⑤ CRICKET PITCH COMMONS
- ⑥ THE OVERLOOK
- ⑦ THE WALK
- ⑧ THE HEATH
- ⑨ THE OXBOW PRESERVE



SOHO Inaugural Project



SOHO INAUGURAL PROJECT

- (A) STONE PAVED PLAZA FOR SOCIAL EVENTS
- (B) POP-JETS W/ NEGATIVE EDGE WATER LENS
- (C) PICNIC GROVE TERRACES
- (D) BIOFILTER PLANTING TERRACES
- (E) CONCRETE STEPS (SAND FINISH)
- (F) STONE COBBLE PAVING AT LANDING
- (G) ARMORSTONE RETAINING SEATWALLS
- (H) LAWN TERRACES
- (I) NATURAL PEBBLE BEACH
- (J) PEDESTRIAN/ BICYCLE BRIDGE
- (K) SHADE CANOPY
- (L) MIXED-USE BUILDING W/ GROUND FLOOR CAFE
- (M) PATIO GROVE
- (N) PICNIC GROVE



March, 2016
Business Case #18 approved as part of the 2016-19 Multi-year Budget. \$700k in 2016 to complete EA and \$5M identified in Economic Development Reserve Fund for inaugural project

January, 2016
Council endorses jury-selected winning design by Civitas and Stantec as long-range plan for waterfront enhancement in the Core Area – Oxford to Forks to Adelaide

June, 2015
Council approves process, jury, and \$250k for detailed design of the inaugural project at Forks July – Design competition begins

April, 2015
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16 MULTI-YEAR BUDGET FOR THE 19 CITY OF LONDON
2016 • 2019
INVESTING IN OUR FUTURE



2016 – 2019 CITY OF LONDON STRATEGIC MULTI-YEAR BUDGET

ADDITIONAL INVESTMENTS BUSINESS CASE #18

STRATEGIC AREA OF FOCUS:	GROWING OUR ECONOMY
SUB-PRIORITY:	DIVERSE AND RESILIENT ECONOMY
STRATEGY:	PARTNER WITH THE LONDON COMMUNITY FOUNDATION ON THE "BACK TO THE RIVER PROJECT"
INITIATIVE:	LONDON COMMUNITY FOUNDATION'S "BACK TO THE RIVER PROJECT"
INITIATIVE LEAD(S):	JOHN FLEMING
SERVICE(S):	PLANNING SERVICES
TOTAL 2016 – 2019 INVESTMENT REQUESTED (\$000'S):	\$5,350
TOTAL 2016 – 2019 NET BUDGET REQUESTED (\$000'S):	\$0*

* Initiative to be funded from one-time London Hydro dividend; no tax levy impact.

CUMULATIVE CAPITAL BUDGET (\$000's):	2016	2017	2018	2019	2016-2019 TOTAL	2020-2025
Expenditure	350	5,000	0	0	5,350	7,000
Source of Funding:						
Debt						
Reserve Fund						
Other – London Hydro Dividend	350	5,000	0	0	5,350	0
Capital Levy	0	0	0	0	0	7,000





One River Master Plan

Q1, 2018- Stage 2 of One River EA Launched with focus on Forks Inaugural project as previously planned

Q1, 2017- Stage 1 of One River EA launched
January 2018 – Stage 1 of One River EA concluded – Council approves decommissioning of Springbank Dam

November, 2016
Council endorses the One River EA Terms of Reference

March, 2016
Business Case #18 adopted as part of the 2016-19 Multi-year Budget. \$700k in 2016 to complete EA and \$5M identified in Economic Development Reserve Fund for inaugural project

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Council endorses jury-selected winning design by Civitas and Stantec as long-range plan for waterfront enhancement in the Core Area – Oxford to Forks to Adelaide

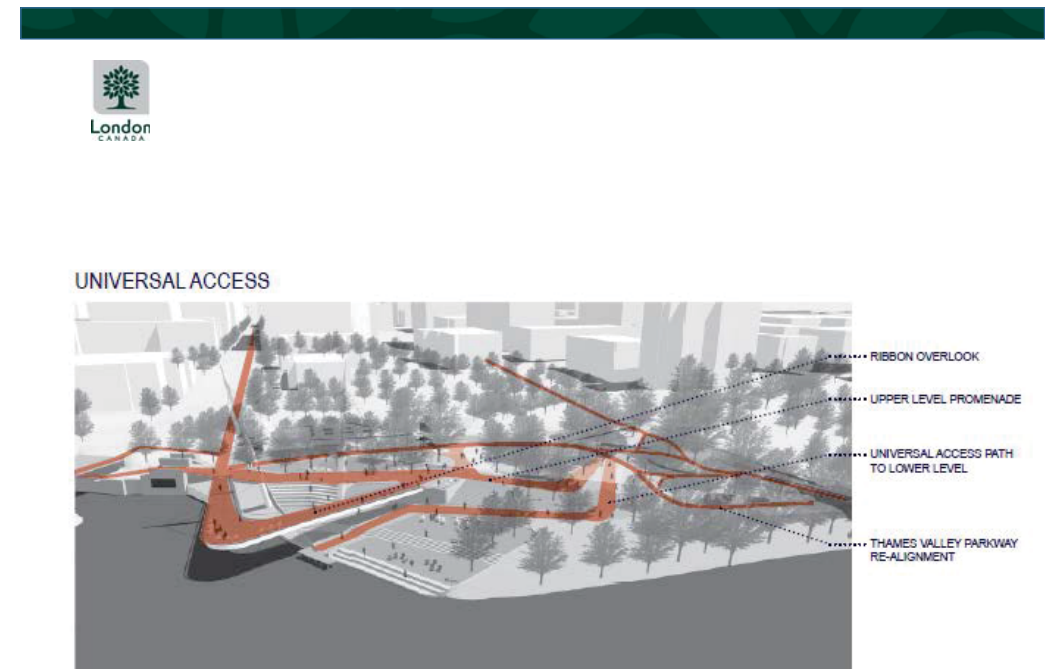
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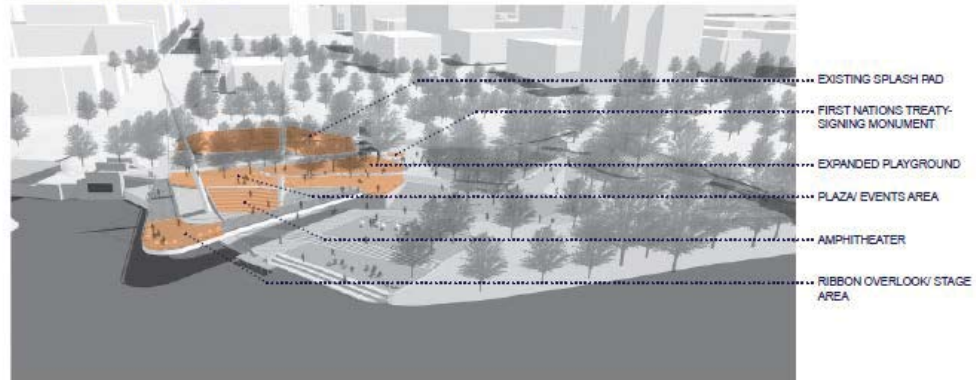
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back to the river

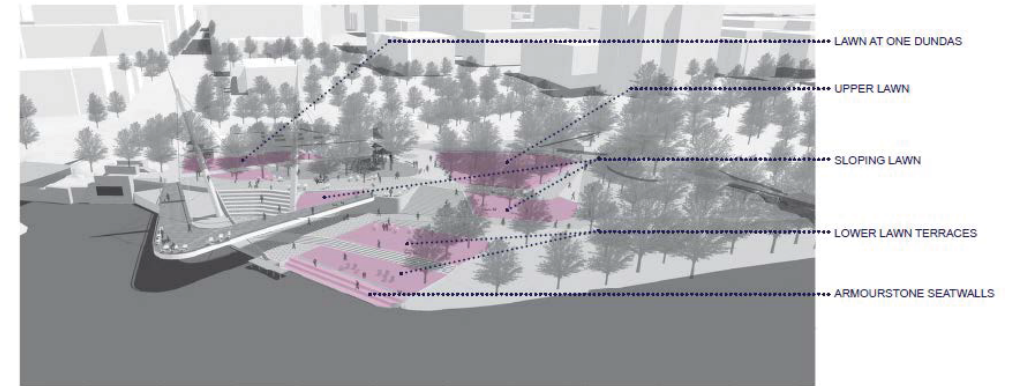




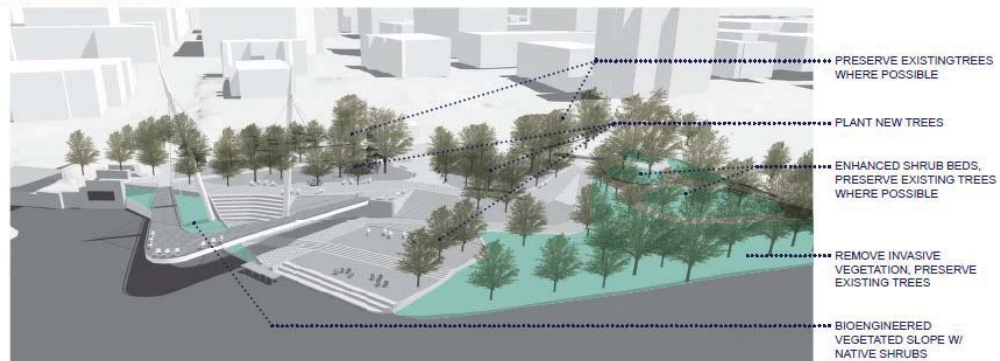
ACTIVE DESTINATIONS



LEISURE



ENHANCE NATURE



View From Blackburn Memorial Fountain





View From Armourstone Seatwalls

Order of Magnitude Cost Analysis

(Preliminary Design Estimate)	Low Range - High Range	
Ribbon Overlook		
	\$ 4,870,000	
General Requirements 15%	\$ 730,000	
Construction Fee 5%	\$ 240,000	
Consultant Fees 15%	\$ 730,000	
Estimating Contingency 15%	\$ 730,000	
Contingency Allowance 20%	\$ 0	\$ 970,000
<i>Ribbon Overlook Total</i>	<i>\$7,300,000</i>	<i>\$ 8,270,000</i>
Site Development		
Demolition	\$ 17,000	
Excavation, Earthwork, Grading	\$ 344,300	
Paving	\$ 301,290	
Walls and Steps	\$ 970,250	
Planting/ slope stabilization	\$ 74,230	
Site Furnishings	\$ 177,500	
Misc. Site Development allowance	\$ 100,000	
Protect in Place: Sewers,Trees, Lawn, One Dundas	\$ 97,000	
Irrigation allowance	\$ 100,000	
Lighting allowance	\$ 250,000	
Site Development Sub-Total	\$ 2,431,500	
General Requirements 15%	\$ 364,700	
Construction Fee 5%	\$ 121,500	
Consultant Fees 15%	\$ 364,700	
Estimating Contingency 15%	\$ 364,700	
Contingency Allowance 20%	\$ 0	\$ 486,300
<i>Site Development Total</i>	<i>\$ 3,647,100</i>	<i>\$ 4,133,400</i>

Q2, 2019 - Back to the River initiative included in DRAFT Council Strategic Plan submitted by Staff
- Stage 2 of One River EA scheduled for completion

Q1, 2018- Stage 2 of One River EA Launched with focus on Forks Inaugural project
as previously planned

Q1, 2017- Stage 1 of One River EA Launched

November, 2016
Council endorses the One River EA Terms of Reference

March, 2016
Business Case #18 adopted as part of the 2016-19 Multi-year Budget. \$700k in 2016 to complete EA and
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#3 – "Forks of the Thames" – LCF Design Competition

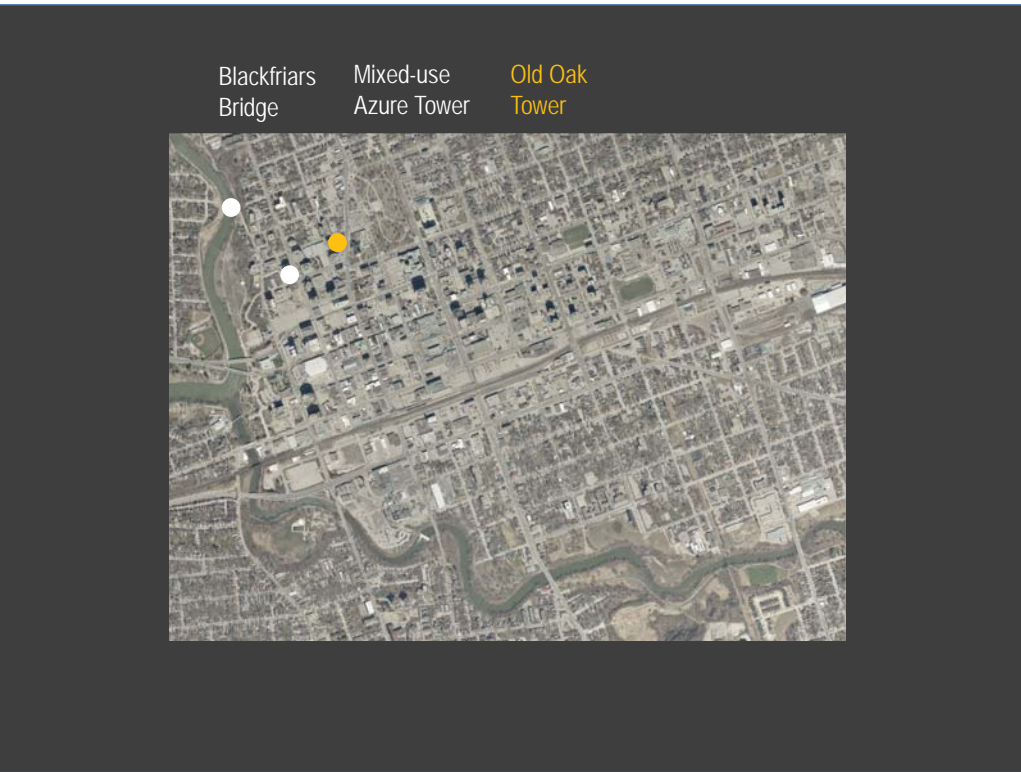
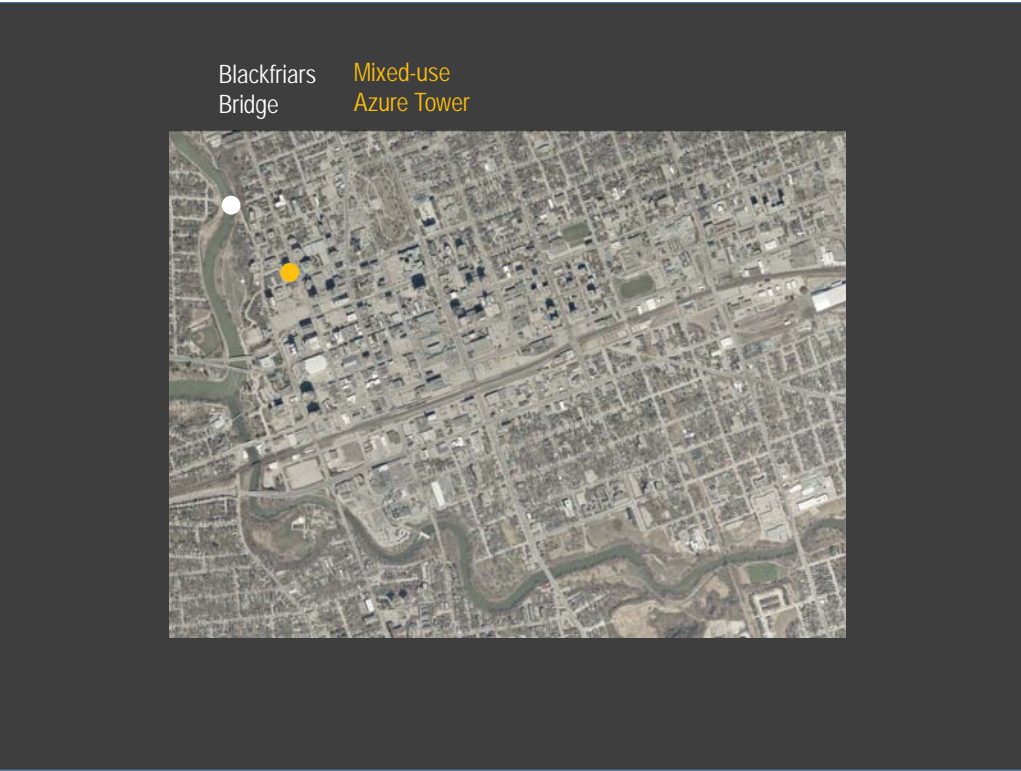
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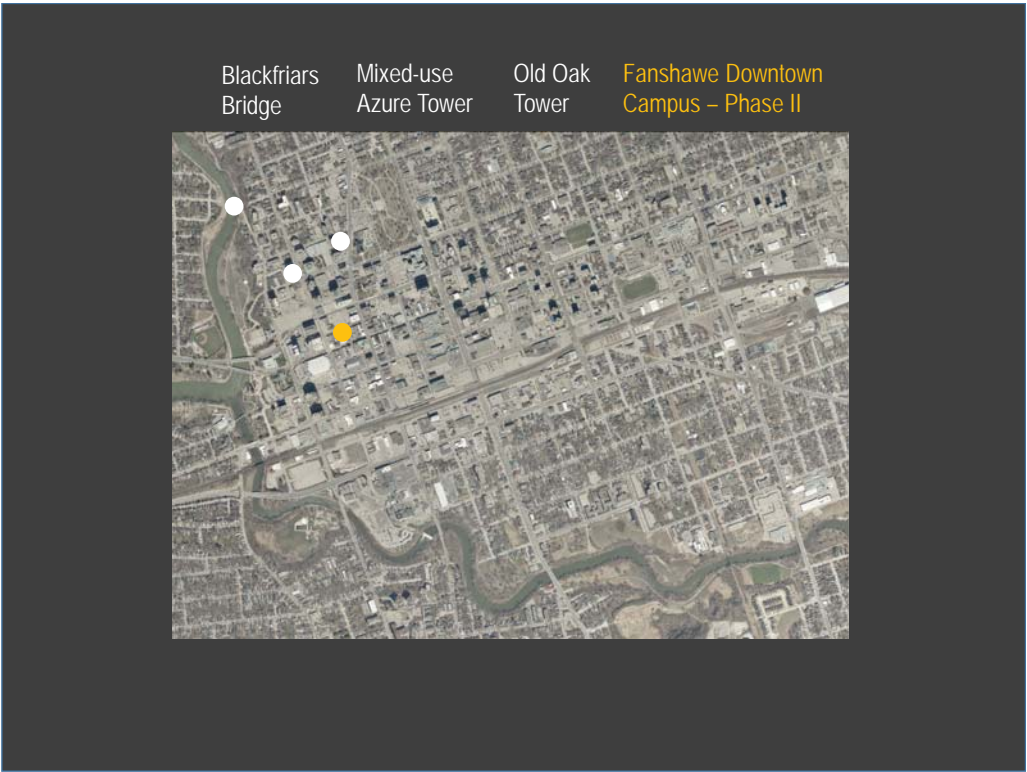
June, 2014
Council endorses design competition, participation in process &
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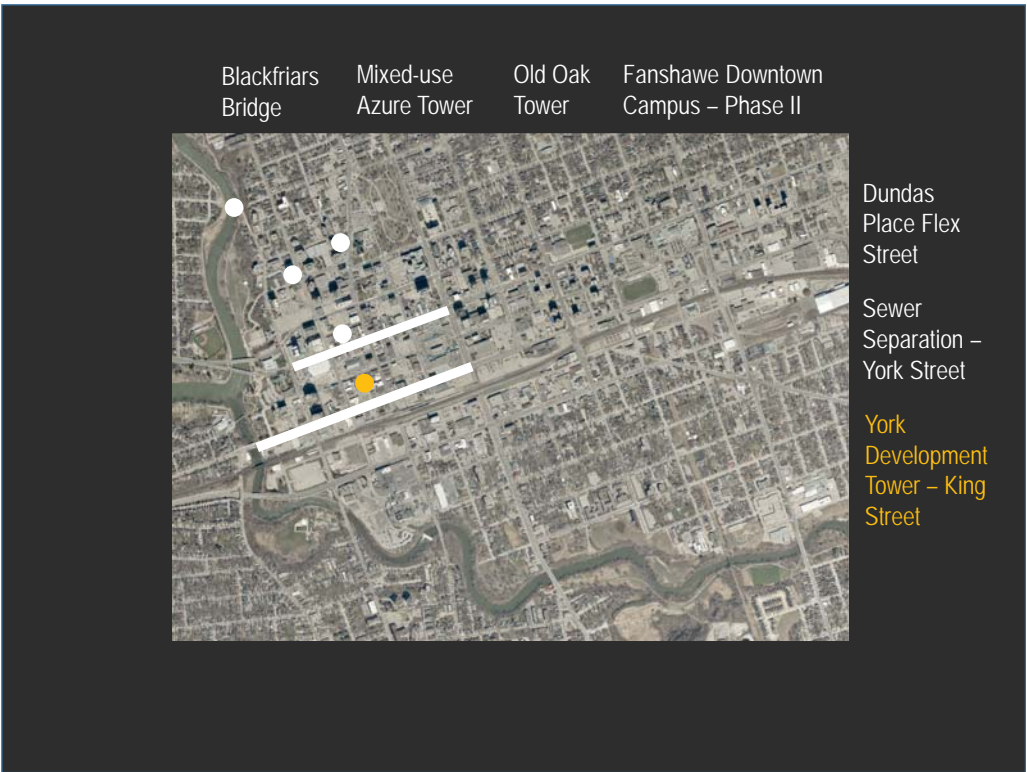
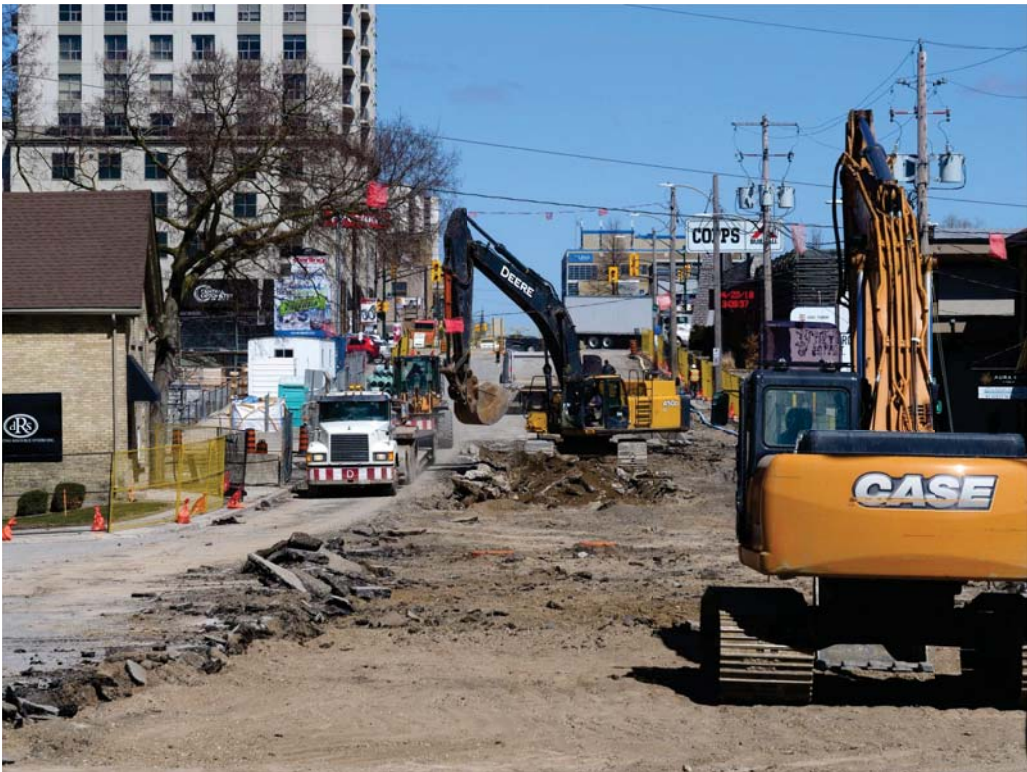


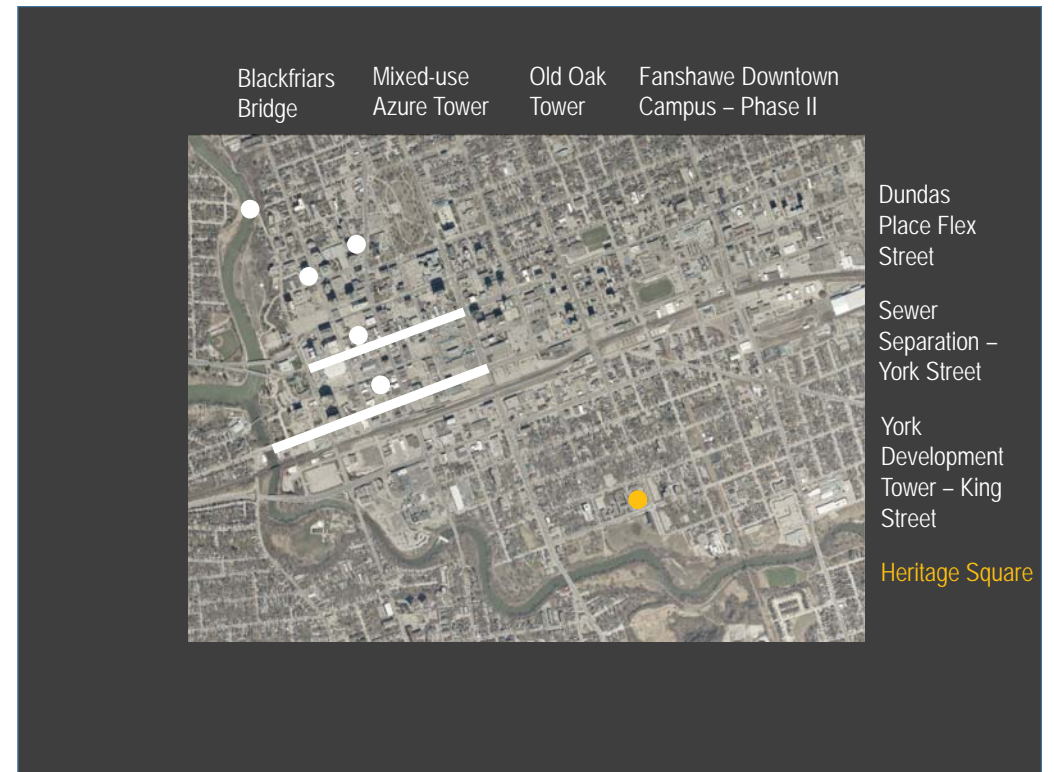
Blackfriars
Bridge











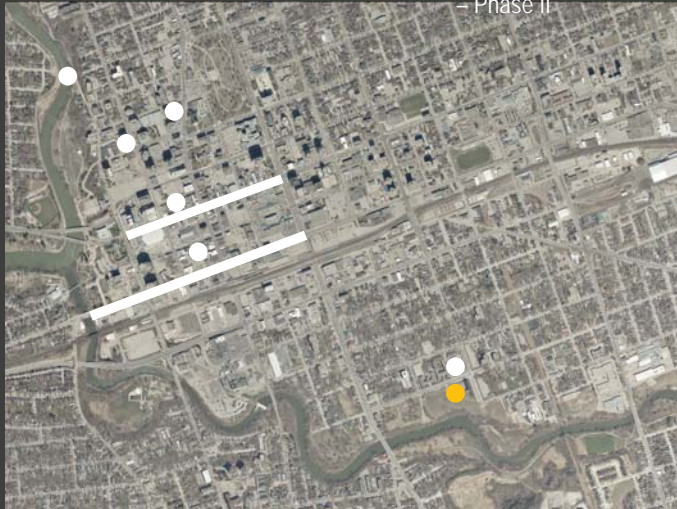
View from the corner of South Street and Colborne Street looking west.

Blackfriars
Bridge

Mixed-use
Azure Tower

Old Oak
Tower

Fanshawe
Downtown Campus
– Phase II



Dundas
Place Flex
Street

Sewer
Separation –
York Street

York
Development
Tower – King
Street

Heritage Square

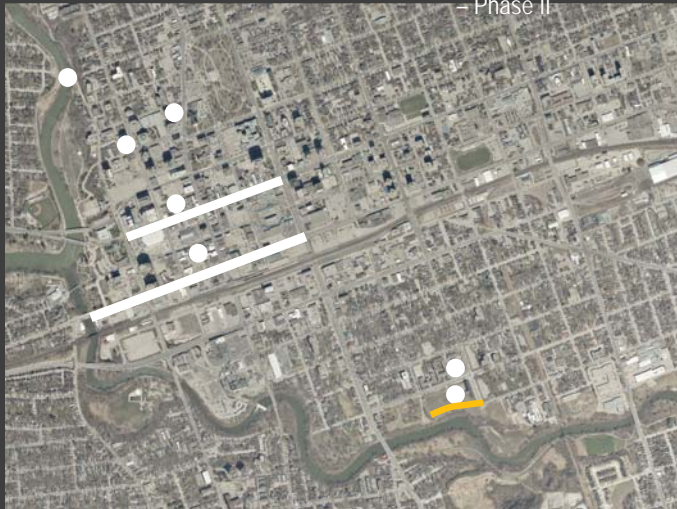
Medallion 2
Tower
Development

Blackfriars
Bridge

Mixed-use
Azure Tower

Old Oak
Tower

Fanshawe
Downtown Campus
– Phase II



Dundas
Place Flex
Street

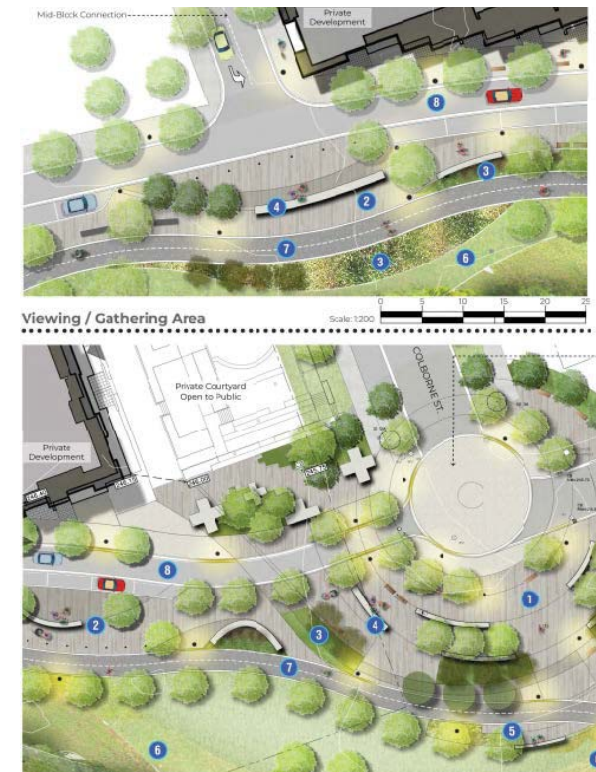
Sewer
Separation –
York Street

York
Development
Tower – King
Street

Heritage Square

Riverbank
Promenade

Medallion
2 Tower
Development



Blackfriars
Bridge

Mixed-use
Azure Tower

Old Oak
Tower

Fanshawe
Downtown Campus
– Phase II



Dundas
Place Flex
Street

Sewer
Separation –
York Street

York
Development
Tower – King
Street

Heritage Square

Extension of
Multi-Use
Pathway

Riverbank
Promenade

Medallion
2 Tower
Development

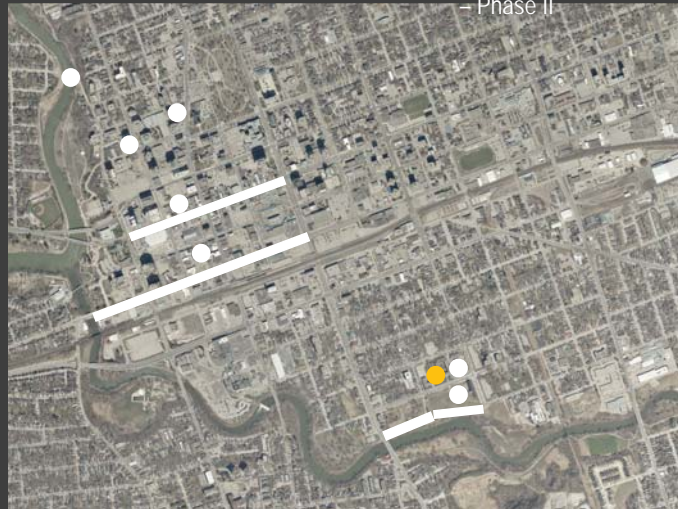


Blackfriars
Bridge

Mixed-use
Azure Tower

Old Oak
Tower

Fanshawe
Downtown Campus
– Phase II



Dundas
Place Flex
Street

Sewer
Separation –
York Street

York
Development
Tower – King
Street

Heritage Square

Phase II – Old
Victoria Hospital
Lands Release

Extension of
Multi-Use
Pathway

Riverbank
Promenade

Medallion
2 Tower
Development



Blackfriars Bridge

Mixed-use Azure Tower

Old Oak Tower

Fanshawe Downtown Campus – Phase II

The Cube – Adaptive Re-Use

Dundas Place Flex Street

Sewer Separation – York Street

York Development Tower – King Street

Heritage Square

Phase II – Old Victoria Hospital Lands Release

Extension of Multi-Use Pathway

Riverbank Promenade

Medallion 2 Tower Development

Blackfriars Bridge

Mixed-use Azure Tower

Old Oak Tower

Fanshawe Downtown Campus – Phase II

Riverwalk Tower

The Cube – Adaptive Re-Use

Dundas Place Flex Street

Sewer Separation – York Street

York Development Tower – King Street

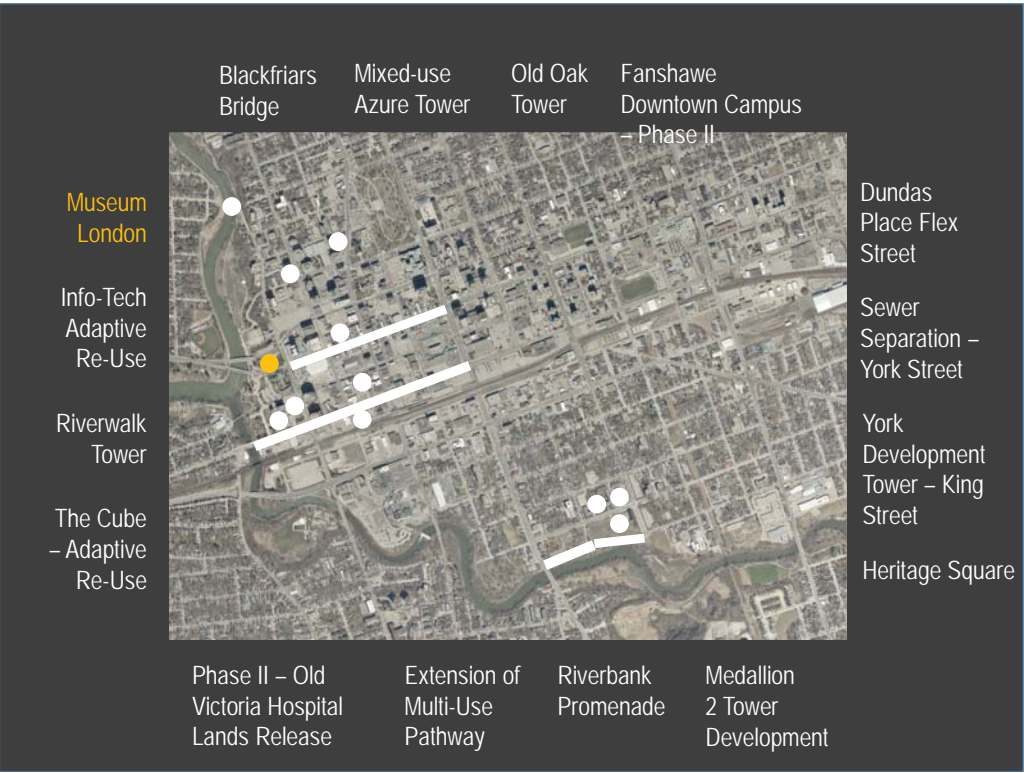
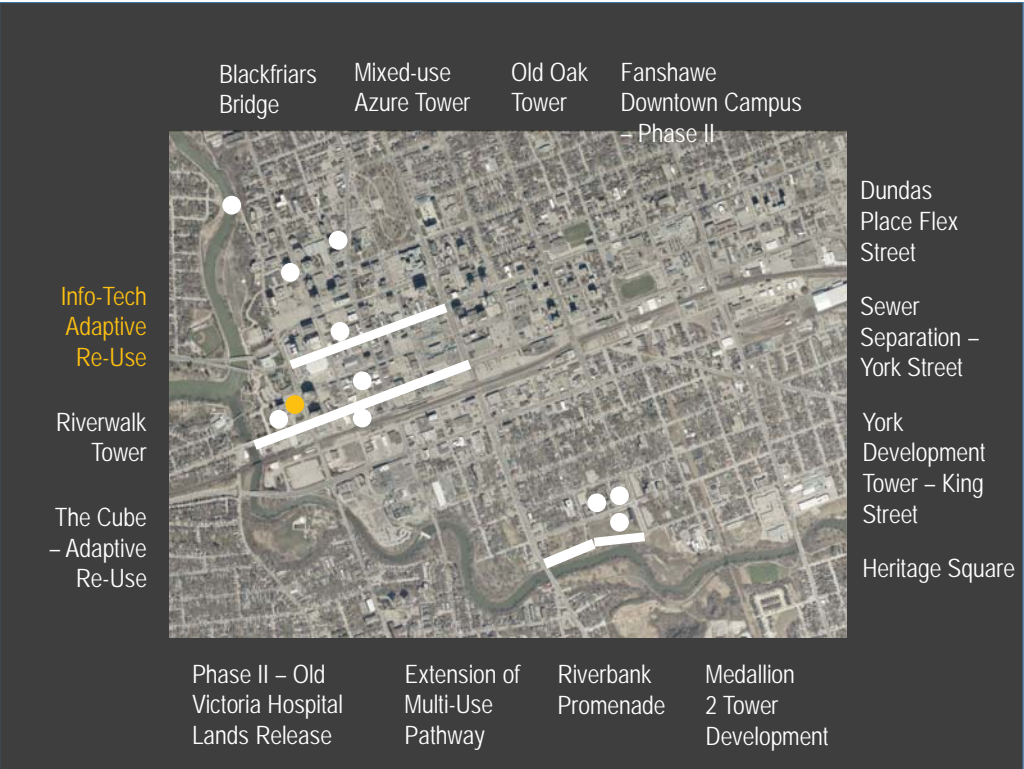
Heritage Square

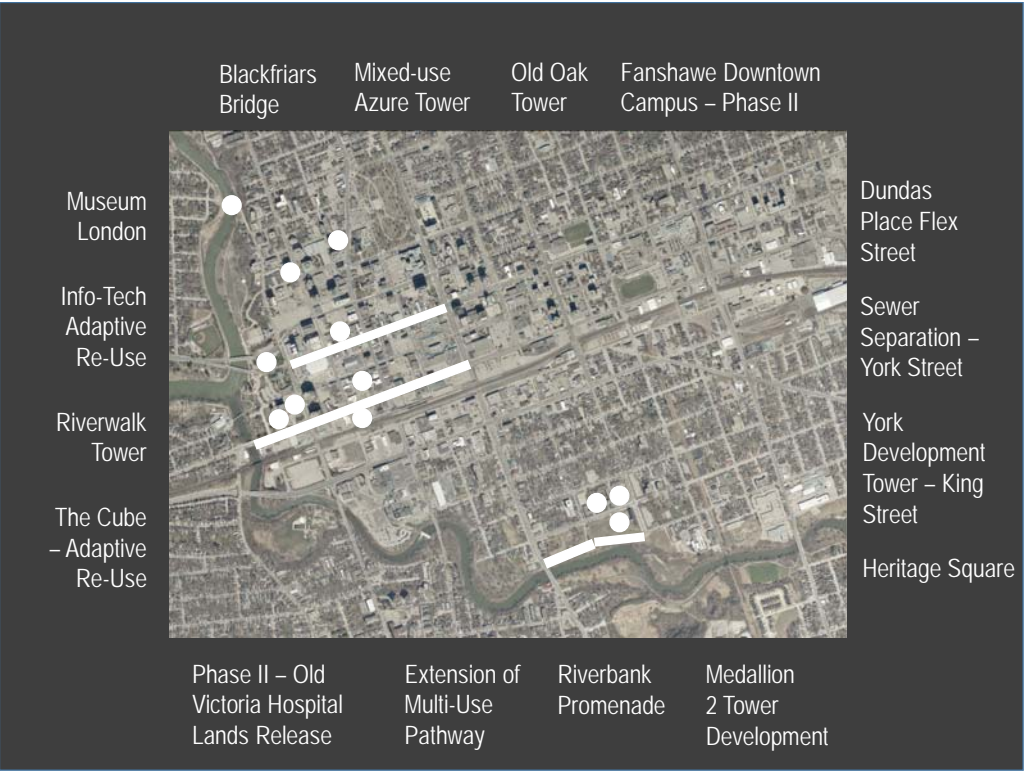
Phase II – Old Victoria Hospital Lands Release

Extension of Multi-Use Pathway

Riverbank Promenade

Medallion 2 Tower Development





Appreciation to council, Cheryl, Lynn

Women with lived experience are recommending that Creating a Safe London for Women and Girls be a stand-alone strategic area of focus

The evidence supports the need for this

LAWC

- We serve women and girls as young as 12 and into their 90's and provide specialized groups for youth and seniors
- We acknowledging how different forms of discrimination (for example race, gender, class, ability, language, sexual orientation) intersect with and amplify gender-based discrimination and we use that lens as we develop programming and policies so all women will reap the benefits of women's rights
- Over Last two years, LAWC has seen a 108% increase in service demands (no waitlist)

Canadian Femicide Observatory for Justice and Accountability

- 2018 – 148 women and girls killed by violence in Canada
- Every 2.5 days one woman or girl is killed – a four-decade trend
- Indigenous women and girls are overrepresented as victims (36% of those killed but only 4.7% of population)
- Women and girls aged 25-34 years are overrepresented as victims (27% of those killed but only 14% of population)
- Most common method used to kill was shooting (34%) followed by stabbing (28%) and beating (24%)
- Where an accused has been identified, 91% are male
- Since 1961, at least 10,495 women and girls have been killed by violence when official data began to be collected
- Murders of countless other women and girls in Canada have gone unrecorded because many remain missing or they have been killed but deaths have not been recorded

- These numbers provide the knowledge that most women and girls experience violence perpetrated primarily by men because they ARE women and girls
- Between 2015 and 2017, London dropped from 6th to 12th place in the best and worst places to be a woman in Canada (Canadian Centre for Policy Alternatives)

When we enhance the safety of women and girls, we make our city one where everyone is counted and the safety of all is enhanced


London will be a groundbreaking leader in adopting this area of focus and in doing so will increase economic development opportunities by making London a place women want to move to.



Council's Strategic Plan 2019-2023

April 8, 2019 SPPC

london.ca




Agenda

- Key Timelines, Deliverables, and Next Steps
- Outcomes, Expected Results, and Strategies
 - Back to the River
 - Anova and London Abused Women's Centre recommendations
 - Council debates any final changes to the Strategic Plan

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2



Strategic Plan 2019-2023: Timelines and Deliverables

2019 Budget Approved

MYB Development

Community Engagement

Set Vision, Mission, Values; DRAFT Outcomes, Expected Results, Strategies, and Metrics Tabled

Set Strategies, Outcomes, Expected Results

Debate Changes, Endorse Plan

2018

January | February | March | April | May

● SPPC Meeting

YOU ARE HERE

3



Next Steps

April 23, 2019 Special SPPC Meeting:

- Council receives and approves the Strategic Plan 2019-2023

April 23, 2019 Council Meeting:

- Council approves the Strategic Plan 2019-2023

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4



Outcomes, Expected Results, and Strategies

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5



Back to the River

Building a Sustainable City

Outcome: London has a strong and healthy environment

Expected Result: Protect and enhance waterways, wetlands, and natural areas

Strategy	Metric
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



March 26, 2019 Council Resolution:

The Civic Administration BE DIRECTED to consult and seek input from the broader community and with those individuals and organizations that are working to eliminate gender-based violence in London with respect to the communication received from the London Abused Women’s Centre and report back to the April 8, 2019 meeting of Strategic Priorities and Policy Committee with the outcome of the above-noted consultation; it being noted that the communication from the London Abused Women’s Centre will be posted on the City of London website.



Recommendations from Anova and London Abused Women’s Centre

Strategic Area of Focus: Creating a Safe London for Women and Girls	
Outcome: London has enhanced the potential for women and girls to live safe lives	
Expected Result	Strategy
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.	Apply a three pillars framework (legislation, public awareness, and funded services) in policy and by-law development. Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them. Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims. Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London’s agencies, boards and commissions to also implement the training. Increase the number of women in senior management positions and other positions of power. Work with the London Transit Committee to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women. Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls. Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing. Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing. Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same. Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee. Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Aloha Family Healing Services; the London Abused Women’s Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit). Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.



On line Community Feedback

“Please provide feedback on the new Strategic Area of Focus, Outcome, and Expected Result”

Themes

- Positions London as a municipal leader
- Contributes towards increased happiness in communities
- Closes the gender gap
- Protects sex workers
- Addresses human trafficking
- Prevents violence



On line Community Feedback cont’d

“Please select all the Strategies that are most important to you”

1. Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Aloha Family Healing Services; the London Abused Women’s Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit). Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.
2. Work with the London Transit Committee to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.



On line Community Feedback cont’d

“Please select all the Strategies that are most important to you”

3. Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.
4. Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.
5. Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.
6. Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London’s agencies, boards and commissions to also implement the training.



On line Community Feedback cont’d

“Please select all the Strategies that are most important to you”

7. Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.
8. Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.
9. Apply a three pillars framework (legislation, public awareness, and funded services) in policy and by-law development.
10. Increase the number of women in senior management positions and other positions of power.



On line Community Feedback cont'd

“Please select all the Strategies that are most important to you”

11. Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.
12. Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.
13. Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.



On line Community Feedback cont'd

“Is there anything missing?”

Themes

- Access to safe and affordable housing
- Support and respect for women
- Protection against human trafficking
- Education on respecting women
- City services reviewed and provided with a gender equity lens
- Training for healthcare professionals to address violence against women
- Consultation with the sex worker community
- Trauma training for Ontario Works staff
- Hygiene products in City spaces
- Hub services – one stop shop centres for women and children
- Funding for these goals
- Peer to peer support



Council Sets Outcomes, Expected Results, and Strategies

- **Council debates any final changes to the Strategic Plan**



Thank You!

City Clerks Office

City of London, Ontario

Canada

2 April 2019

Dear Cathy Saunders,

Letter in support of the City Strategy recommendations of Anova and LAWC:

Creating a Safe London for Women and Girls.

I am writing in support of the City Strategy recommendations of Anova and LAWC to establish a stand-alone, specific strategic area focus: Creating a Safe London for Women and Girls with the overall aim of decreasing male violence against women and girls.

I feel it is of crucial importance that we ensure male violence is in the forefront, rather than included in another strategic area, so that all issues that affect the lives of women and girls will not be lost.

I am very grateful and proud of the work of London Abused Women's Centre on naming and recognising in their services, the specific crime of non-State torture (NST) that is mainly men's violence against women and girls.

As a survivor of non-State torture and trafficking in childhood and adulthood by a group of men, I feel it is vital to provide specific services including safer housing, and community awareness of such violence that validates, protects, cares and supports women and girls so NST harmed.

It is important to recognise that women and girls are subjected to abuse and non-State torture in their homes, via trafficking, and in domestic relationships and to provide torture and trauma informed care and support that understands the specific issues for women and girls who have endured such violence.

I encourage the signing of the Global Every Woman Treaty as mentioned in the Strategy.

Yours Sincerely,

Elizabeth Gordon

artprintspace.net

From: Steve Holland
Date: April 1, 2019 at 7:26:52 PM EDT
To: csaunder@london.ca
Cc: JessieR , Megan Walker <mwalker >
Subject: Supporting LAWC and Anova...

Local 101 is working in support of LAWC and Anova in an effort to tackle violence against women.

As our current Council is debating their strategic plan for 2019- 2023, the specific strategic area of focus proposed jointly by the two agencies is crucial to ensure women and girls are safe in London.

If passed, the recommendation before you would be the first of its kind in Canada. London would be at the forefront of the movement to recognize the importance of addressing male violence against women by developing such a direction and platform.

London needs to set the standard and raise the bar, provide leadership in supporting women and girls in London in an effort to end violence against women. This would also align with the recent efforts of Ruben Thomlinson's report and suggestions regarding discrimination and harassment in the workplace and show a concentrated effort to support a city and workplaces free of such issues. Together we are all stronger, together we can end violence against women, let's work together to do just this.

>

> Yours in solidarity.

Steven Holland
President
CUPE Local 101

Dear MS Saunder

Changing Ways has an internationally recognized expertise in engaging men and fathers who create risk and cause harm to their intimate partners and children. Changing Ways supports men to stop their abusive behaviour in their relationships, and challenges them to take an active role in preventing woman abuse and child maltreatment. The agency is a model in the larger community, working in partnership with others who are committed to ending violence against women.

The agency's philosophy is that patriarchy and sexism are inherent factors in the power imbalance that contributes to violence against women. Gender systems continue to privilege and enable men to exercise control over women in their primary relationships. Changing Ways is committed, on all levels, to a feminist model in an effort to eradicate woman abuse, and to changing the value systems that perpetuate inequality.

I am writing, in my role as Executive Director of Changing Ways, this letter specifically to support the call for recommendation put forth by the Executive Directors of the London Abused Women's Center and Anova Women's Shelter for the City of London to adopt an explicit strategic area to focus in Creating a Safe London for Women and Girls. At Changing Ways, we strongly support a specific strategy and encourage the City of London to commit to ensuring that women's safety remains a clear priority for the City.

We at Changing Ways have always believe that the City has both a responsibility and opportunity to set a standard of leadership in addressing the safety and security of women who call London home. These leadership initiative include implementing many of the recommendation laid out in document provided by Anova and LAWC.

I look forward to continuing to work with LAWC and Anova at advocate for a safe city for women and creating opportunities for men to be held accountable and take responsibility for decreasing the risk women experience.

Regards

Tim Kelly RSW MSW
Executive Director
Changing Ways



DEEDS NOT WORDS

John B. Pare, M.O.M.
Chief of Police

April 2, 2019

SENT BY EMAIL
(csaunders@london.ca)

Cathy Saunders
City of London
City Clerk's Office
300 Dufferin Avenue
London ON N6B 1Z2

Dear Ms. Saunders:

Women and girls are entitled to feel safe and secure in their environment. As a community, we all need to draw attention to the violence that women and girls experience in their home, at work or school, or in a public place such as a bar or park, or while using public transportation.

It is for this reason that I support the recommendations from Anova and London Abused Women's Centre ("LAWC") in relation to the City of London's Strategic Plan 2019-2023 to decrease male violence against women and girls and creating a safe London for women and girls.

As part of the overall strategy of community safety and well-being, we all have a responsibility to bring awareness, support and action to address violence against women and girls.

London police are responding to an increasing number of reports of sexual assaults and other types of violence against women. Over the last five years (2014 to 2018), there has been an increase of nearly 72% in reported sexual assault incidents and a 16% increase in reported intimate partner Criminal Code offences.

We continue to collaborate with Anova and LAWC to address male violence against women and girls who are subjected to abuse, assault in their intimate relationships, sex trafficking and sexual assault. However, initiatives to create a safer city for girls and women must to be a priority for the City of London as a whole and included in the strategic plan for the next four years.

Sincerely,

A handwritten signature in black ink, appearing to read "John Pare".

John Pare, M.O.M.
Chief of Police

London Police Service
601 Dundas Street, P.O. Box 3415
London, ON N6A 4K9
519.661.5670 | www.londonpolice.ca

Cathy Saunders, City Clerk
City of London, 300 Dufferin Ave.,
London, Ontario, PO Box 5035
N6A 4L9, Canada
April 2, 2019

RE: ANOVA & London Abused Women's Centre Recommendations for City of London Strategic Plan

Hello Ms. Saunders,

Jeanne Sarson and I are contacting you to support the excellent proposed London City Strategic Plan by ANOVA and the London Abused Women's Center (LAWC) entitled **Strategic Area of Focus: Creating a Safe London for Women and Girls**. We have worked with LAWC since 2014. We have great respect for their work of supporting women and girls who have been harmed by sexual harassment, sexual assault, human trafficking, prostitution and non-State torture (NST). Our area of expertise is NST and we have provided education and consultation relating to NST to LAWC. They are a women's centre at the forefront in Canada in addressing male violence against women and girls and this strategic plan is another example of their forward thinking. To our knowledge there is no other city in Canada who would have such a plan and London would become a role model for other cities nationally and globally in this regard.

Research shows that how women and girls are treated affects how communities and countries thrive economically and enhances safety for all. By having a strategy that focuses specifically on the well being of the women and girls that live in your city of London the entire city will benefit on many levels. And to name sexualized human trafficking and non-State torture in this strategy the city would be dealing directly in reducing organized crime. We commend you for your leadership in Canada and stand wholeheartedly with you in this strategy as the way forward for the safety and well being of women and girls and for all members of a your city of London.

Regards,

Linda MacDonald and Jeanne Sarson



Linda MacDonald MEd, BN, RN & Jeanne Sarson MEd
Co-founders Persons Against Non-State Torture (NST)
Human Rights Defenders

361 Prince St. Truro, Nova Scotia, Canada, B2N 1E4

P: 1.902.895.6659 C: 1.902.956.2117 E: flight@ns.sympatico.ca

www.nonstatetorture.org contact@nonstatetorture.org

Feminism in London (FiLiA) [podcast](#) about our work on NST.



Ms. Cathy Saunders, City Clerk
City of London
300 Dufferin Avenue
London Ontario
N6A 4L9

2 April 2019


Ms Saunders:

I am pleased to provide a letter of support for the inclusion of recommendations from Anova and London Abused Women's Centre in the City Council Strategic Plan 2019 – 2023.

United Way Elgin Middlesex is committed to addressing the root causes of social issues in our community as outlined in our Community Impact Agenda. Desired outcomes include creating a strong community with resilient & healthy people. One of the ways we do that is by addressing gender-based violence. The proposed recommendations align well with our work and therefore we support their implement. By creating a safe London for women and girls, the City of London, along with its partners will enhance the potential for all Londoners to prosper.

We are proud to partner with Anova and London Abused Women's Centre and will continue to support their efforts to address gender-based violence.

Sincerely,



Kelly Ziegner
Chief Executive Officer

Ms. Cathy Saunders, City Clerk
City of London, 300 Dufferin Ave.,
PO Box 5035 London, Ontario,
Canada, N6A 4L9

April 3, 2019

Hello Ms. Saunders,

I am writing in support of the London Abused Women's Centre
Recommendations to The London Ontario Council in addressing a Safe
London For Women and Girls.

As a woman who has experienced Non- State Torture and extreme violence
who reported, adjudicated, in seeking justice for the crimes and Human
Rights Violations against my person, it is essential that the provisions
outlined in this plan are adopted into law. Many persons in the criminal
justice systems, and social service systems were and are, in great need of
education, and a framework for addressing these extreme violations and
violence against women. My own healing could have been greatly enhanced
had system's of help been fully informed and had in place a clear protocol, to
assist survivors.

My thanks for addressing violence against women,

Jeanette Westbrook
Survivor of Non State Torture, and Extreme Violence
1827 Edenside Ave.
Louisville KY USA 40204

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-families
	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. The distinction between pathways and trails is not clear to the public. An increase in trails in ESAs while a positive for this Outcome may conflict with the goal of protecting our Natural Heritage System. Delete these.	# 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

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
	BSC-20 Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	# of litres reduction in raw sewage bypasses to the Thames River during large rain storms
		% completion of the Forks Inaugural Project
		% completion of the SoHo Back to the River Environmental Assessment
		% completion of the SoHo Inaugural Construction Project

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. would suggest add # of woodlands retained in new developments	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 Suggest adding one letter' grade improvement in watershed report cards It is not the # of samples, it is the results. Improvement demonstrated by increase in "good" benthic invertebrates	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	-	-

From: Dani Bartlett [mailto:DBartlett@unitedwayem.ca]
Sent: Thursday, April 04, 2019 3:09 PM
To: City of London, Mayor <mayor@london.ca>; Saunders, Cathy <csaunder@london.ca>; SPPC <sppc@london.ca>
Cc: Shelley Yeo <ShelleyY; avril_flanigan avril_flanigan (avril_flanigan) <avril_flanigan >
Subject: [EXTERNAL] RE: Strategic plan addressing Gender Based Violence

Thank you for this response, we would like to request delegate status for the meeting on Monday , to speak on the Snap Shot and for the recommendations from Anova and LWAC

Dani Bartlett
Labour Programs & Services Coordinator
United Way Elgin Middlesex | 519-438-1723 ext. 232 | unitedwayem.ca.

Celebrate impact with us on April 16

From: City of London, Mayor <mayor@london.ca>
Sent: Thursday, April 4, 2019 2:40 PM
To: Dani Bartlett <DBartlett@unitedwayem.ca>
Subject: RE: Strategic plan addressing Gender Based Violence

Good afternoon Dani,

If you wish to meet with the entire Council or if you wish to be a delegate before Council please reach out to the City Clerk and she would be able to help you with this. Her email is csaunder@london.ca

Best regards,



Chris O'Quinn
Administrative Coordinator
Mayor's Office
City of London

300 Dufferin Ave., London, ON N6B 1Z2
P: 519.661.CITY (2489) x 4882
coquinn@london.ca | www.london.ca

From: Dani Bartlett [mailto:DBartlett@unitedwayem.ca]
Sent: Thursday, April 4, 2019 2:13 PM
To: Marie N <MarieN@anovafuture.org>; Livingstone, Lynne <llivings@London.ca>; City of London, Mayor <mayor@london.ca>; Salih, Mo Mohamed <msalih@london.ca>; Hopkins, Anna <ahopkins@london.ca>; Kayabaga, Arielle <akayabaga@london.ca>; Peloza, Elizabeth <epeloza@london.ca>; Helmer, Jesse <jhelmer@london.ca>; Morgan, Josh <joshmorgan@london.ca>; Cassidy, Maureen <mcassidy@london.ca>; van Holst, Michael <mvanholst@london.ca>; Van Meerbergen, Paul <pvanmeerbergen@london.ca>; Squire, Phil <psquire@london.ca>; Lewis, Shawn <slewis@london.ca>; Turner, Stephen <sturner@london.ca>; Lehman, Steve <slehman@london.ca>; Hillier, Steven <shillier@london.ca>
Cc: Megan Walker <mwalker@lawc.on.ca>; Jessie Rodger <JessieR>; Shelley Yeo (ShelleyY) <ShelleyY>
Subject: [EXTERNAL] Strategic plan addressing Gender Based Violence

Greetings Mayor Holder and London Council members.

The London Coordinating Committee to End Women Abuse, would like to thank you for taking into consideration the recommendations from Anova and London Abused Women's Centre on increasing safety for vulnerable women and children in our community. They are thoughtful and express the concerns and hopes of our committee.

In January we released our Snapshot infographic that illustrates the crisis that is facing our community. Please find the attached . Since the release of the Snapshot our partner agencies have had further provincial funding cuts and the pressures are increasing.

We appreciate the work of the Council and the importance of the strategic plan. We strongly believe that the recommendations must stand alone in the strategic plan. When we tuck them into other existing formats they become tokenized and easy to ignore.

A representation for the LCCEWA would like to meet with you and discuss the Snapshot and recommendations. We feel that it's critical in this climate to be able to collaborate and effectively work together to ensure that we are able to keep the women in our community safe in the coming years.

We welcome the opportunity to speak further about this and look forward to your response,

Dani Bartlett and Shelley Yeo LCCEWA

Dani Bartlett
Labour Programs & Services Coordinator
United Way Elgin Middlesex | 519-438-1723 ext. 232 | [unitedwayem](https://www.unitedwayem.com).

Celebrate impact with us on April 16



POLICING & JUSTICE



London Police Calls <i>11% increase over 2017</i>	171,000
Domestic violence incidents	4,058
Human trafficking incidents	51
PAR completions	295

CHILD WELFARE



Children taken into care of CAS	145
Total number of children in care	531
Children in care who are Indigenous	16%



CRISIS & HELPLINES



Mental health crisis calls <i>60% increase over 2017</i>	15,696
DV & SV crisis calls <i>234% increase over 2017</i>	3,348
Visits to safe consumption site	10,387

WAITLISTS



Waitlist for counselling varies up to 16 weeks	
Waitlist for subsidized housing	3,500



SAFETY & SUPPORTS



Women, children in shelter	413
Indigenous women in shelter (36%)	150
Child witnesses of DV	245
% of newcomer population <i>33% are refugees, more than double the Cdn average</i>	22%
Interpretation for DV or SV <i>25 languages, serving 45 community partners</i>	450
DV related Victim Services attended	574
DV/SV/HT counselling <i>Increase in 1 organization of 56% over 2017</i>	5,016
Monthly Foodbank hampers <i>30% increase over 2008</i>	6,000

EMPLOYMENT, SOCIAL ASSISTANCE & HOUSING



Children living in poverty in London	25%
Indigenous children living in poverty	38%
Londoners living in poverty <i>8% above the Canadian average</i>	18%
Monthly average of people on Ontario Works	12,042
Unemployment rate <i>Lowest rate since 2004</i>	4.9%
Working Londoners with precarious employment	50%, 78% (18-29 yrs)
Rental vacancy <i>Cost of 1-bedroom apartment is \$1,020, up 14.6% over 2017</i>	2.1%
Women staying longer than 30 days in shelter, due to lack of affordable housing <i>An increase of 37% over 2016</i>	43%

Violence against women and children is an epidemic in Ontario



41 women and girls were killed in Ontario between January-June 2018

*Canadian Femicide Observatory for Justice and Accountability Mid-year report



London Coordinating Committee
to End Woman Abuse

The LCCEWA is a community-based coordinating committee of multi-sector professionals who meet regularly to address domestic and sexual violence.

MEMBERSHIP LIST:

Committee membership list:

Across Languages

Anova

At^Lohsa

Carrefour des Femmes du Sud l'Ontario

Centre for Research & Education on Violence
Against Women and Children

Changing Ways

Children's Aid Society

City of London

CMHA

Crown Attorney's Office

Daya Counselling Centre

Elgin Middlesex Detention Centre

Family Service Thames Valley

Fanshawe College

John Howard Society

London Abused Women's Centre

London Police Service

Merrymount Children's Centre

Middlesex-London Health Unit

Ministry of Children & Youth Services

Muslim Resource Centre for Social Support &
Integration

OPP

Regional Sexual Assault & Domestic Violence
Treatment Centre

Reseau-Femmes du Sud-Ouest de L'Ontario

Southwestern Ontario Military Family Resource
Centre

Street Level Women At Risk

Thames Valley District School Board

Unifor

United Way Elgin Middlesex

Vanier Children's Services

Victim Witness Assistance Program

Victim Services of Middlesex-London

Western University

From: Robert Huber

Sent: Thursday, April 04, 2019 4:20 PM

To: SPPC <sppc@london.ca>

Cc: Morgan, Josh <joshmorgan@london.ca>; Swartman, Amanda <aswartma@london.ca>

Subject: [EXTERNAL] FW: One River - Next Strategic Priorities Meeting?

I would like to request delegation to speak at the upcoming April 9th Strategic Priorities & Policy Meeting regarding the One River – Environment Assessment. I will be speaking on and providing information through a presentation regarding cost estimations and actual costs associates with recent completed dam removal projects in Ontario.

Please confirm receipt and I will send over the 2-3 slides that I have to share as part of the agenda prior to the 9am cut-off tomorrow morning.

Thank you,
Robert

Robert Huber
President – Thames River Anglers Association
London, Ontario



April 5th, 2019

Subject: Request for Delegation regarding estimated costs to decommission Springbank Dam as part of the One River Master Plan Environmental Assessment.

Addressed to: **Members of the Strategic Planning & Priorities Committee**

Honorable Mayor E. Holder (Chair) edholder@london.ca
Councillor M. van Holst, mvanholst@london.ca
Councillor S. Lewis, slewis@london.ca
Councillor M. Salih, msalih@london.ca
Councillor J. Helmer, jhelmer@london.ca
Councillor M. Cassidy, mcassidy@london.ca
Councillor P. Squire, psquire@london.ca
Councillor J. Morgan, joshmorgan@london.ca
Councillor S. Lehman, slehman@london.ca
Councillor A. Hopkins, ahopkins@london.ca
Councillor P. Van Meerbergen, pvanmeerbergen@london.ca
Councillor S. Turner, sturner@london.ca
Councillor E. Peloza, epeloza@london.ca
Councillor A. Kayabaga, akayabaga@london.ca
Councillor S. Hillier, shillier@london.ca

CC'd:

"Saunders, Cathy" <csaunder@london.ca>, "Hayward, Martin" <MHayward@London.ca>, "Fleming, John M." <JmFlemin@london.ca>, "Scherr, Kelly" <kscherr@london.ca>, "Councillors Admin" <CouncillorsAdmin@london.ca>, "Mathers, Scott" <smathers@london.ca>,

Thames River Anglers Association & The Ontario Rivers Alliance:

The Thames River Anglers Association is a London, Ontario based dedicated group of volunteers that have worked diligently since 1986 to improve the overall health of the Thames River and its tributaries. We accomplish this through stream rehabilitation projects, educational programs and actively working with landowners, agencies and various levels of government to protect and sustain a diverse multi-species fishery.

Comments:

The TRAA has actively participated and provided feedback throughout the consultation phases of the One River Master Plan – Environmental Assessment including the Stage #2 Public Information Centre #1 on June 6th at Museum London and the Stage #2 Public Information Centre #2 on October 3rd at the Central Library. These sessions included presentations of the River Management, Dam Decommissioning and Forks of the Thames Options including the score methodology used to weigh the options leading to each recommendation.

- 1) The Thames River Anglers applauds the decision made by London City Council to unanimously choosing a free flowing river through decommissioning Springbank Dam. (Slide#2)
- 2) During the Stage #2 public information centers, only a very broad estimate of costs was communicated regarding the expected costs of partially or fully decommissioning Springbank Dam.(slide #3)

- 3) Our organization as part of a joint submission provided feedback expressing our concerns with this lack of transparency and detail into expected costs. We made repeated efforts to get more detailed costs from city staff which were promised but not fulfilled.
- 4) When reviewing the Alternatives Preliminary Scoring Summary it is evident that the averages scored and decision to recommend partial dam removal was a very small margin of 0.2 average however the technical & economic scoring shows that Partial removal had a score of 4.2 and full removal was a 2.7. (slide 4) This means that even an adjustment of 50% of a point could alter the recommended preferred option to council.
- 5) The Thames River Anglers has been involved with other organizations that have completed dam removal projects in Southern Ontario during the last few years. In every single project the costs estimated to council for partial or full dam removal were dramatically higher than the actual cost to remove the structure. (slides 5 & 6)

We request that London City Council and members of the Strategic Planning & Priorities Committee request a more detailed breakdown of costs associated with both partial and full dam removal including expecting ongoing maintenance/repair costs for partial removal.

We request that they revisit the scoring and weighting of the preferred alternatives and consider that full dam removal is a one-time cost to taxpayers and presents the most cost effective, the safest for the community and best option for the health of the river.

Thank you,
Robert Huber

President Thames River Anglers
519-630-1892



Feedback from Thames River Anglers regarding “One River” Environmental Assessment
Stage #2 – Preferred Alternatives for Springbank Dam

London city hall: After years of debate, council unanimously votes to decommission busted Springbank Dam

BY MEGAN STACEY Updated: January 17, 2018



Let the river run.



The Springbank Dam question was decided for good on Tuesday night after London city council voted unanimously to decommission the controversial west-end dam.



What to do with the broken dam — busted since 2008 when bolts on a brand-new gate snapped off during a test — has dogged London for a decade, ultimately becoming one of the most hotly contested issues in recent city history.



Coun. Anna Hopkins, whose ward includes the dam, was clearly breathing a sigh of relief after the vote.

"It's exciting that we be part of this movement to rebuild a healthy river in an urban area — for the citizens, for the wildlife, for the fishers, for First Nations," she said.



Outcome of Stage 1

Stage 1 of the One River EA focused on making a decision on the future of the Springbank Dam.

It was complete in January 2018 with the selection of "Free Flowing River" Alternative for the Springbank Dam.

The preferred alternative was selected through a rigorous evaluation of each of the alternatives on the basis of their net social/cultural, environmental, technical and economic impacts.



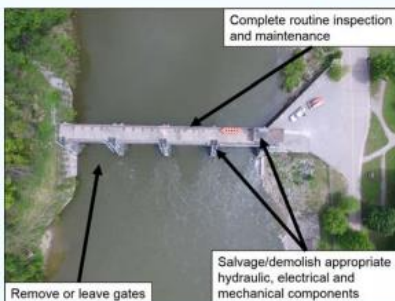
getinvolved.london.ca/OneRiver



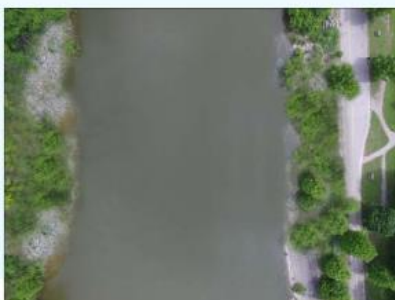
Stage 2 Springbank Dam Decommissioning Alternatives



**Alternative 1:
Do Nothing**



**Alternative 2:
Partial Dam Removal**



**Alternative 3:
Full Dam Removal**

Relative Cost of Design Alternatives for Dam Decommissioning and Forks of the Thames Dam Decommissioning

Alternative 1: Do Nothing

Alternative 2: Partial Dam Removal (\$1M-\$5M)*

Alternative 3: Full Dam Removal (\$10M-\$20M)*

*Costs are initial estimates only. More detailed costs will be estimated as concepts are further developed.

Forks of the Thames: How will this work be funded?

“The Ribbon of the Thames” conceptual plan was endorsed by City Council in January 2016 but the related projects are not currently included in the City of London’s multi-year budget. In order to proceed, any Forks of the Thames projects work would need to be approved by Council and included in future multi-year budget.

The City will work with the London Community foundation in an effort to canvas for prospective provide donors.

Stage 2 Alternatives Preliminary Scoring Summary

	Natural Environment	Social/ Cultural	Technical & Economic	Average
Springbank Dam				
Alternative 1: Do Nothing	2.8	3.0	4.3	3.4
Alternative 2: Partial Dam Removal	3.7	4.1	4.2	4.0
Alternative 3: Full Dam Removal	4.8	3.9	2.7	3.8
Forks of the Thames				
Do Nothing	2.7	2.3	3.7	2.9
Ribbon				
Alternative 1: Walkway Supported by Piers in the Thames	1.7	3.6	2.0	2.4
Alternative 2: Suspended Walkway	2.7	4.0	2.7	3.1
Alternative 3: Kensington Bridge Extension and Lookout	3.0	2.9	2.2	2.7
Alternative 4: Land Based Walkway	2.7	3.1	2.8	2.9
Terraces				
Alternative 1: Hardscape	2.0	4.1	2.3	2.8
Alternative 2: Softscape	3.2	4.0	3.1	3.4
River Management Plan				
Alternative 1: Existing Conditions	2.7	1.9	2.9	2.5
Alternative 2: Naturalized River Corridor	4.5	3.1	3.4	3.7
Alternative 3: Strategic Access and Use in the River Corridor	3.8	4.3	3.4	3.8
Alternative 4: Enhanced Active Use and Access to the River Corridor	2.2	4.4	2.9	3.1

Order of Magnitude Cost Analysis

(Preliminary Design Estimate)

Low Range - High Range

Ribbon Overlook

	\$ 4,870,000	
General Requirements 15%	\$ 730,000	
Construction Fee 5%	\$ 240,000	
Consultant Fees 15%	\$ 730,000	
Estimating Contingency 15%	\$ 730,000	
Contingency Allowance 20%	\$ 0	\$ 970,000

Ribbon Overlook Total

\$7,300,000 \$ 8,270,000

Site Development

Demolition	\$ 17,000	
Excavation, Earthwork, Grading	\$ 344,300	
Paving	\$ 301,290	
Walls and Steps	\$ 970,250	
Planting/ slope stabilization	\$ 74,230	
Site Furnishings	\$ 177,500	
Misc. Site Development allowance	\$ 100,000	
Protect in Place: Sewers, Trees, Lawn, One Dundas	\$ 97,000	
Irrigation allowance	\$ 100,000	
Lighting allowance	\$ 250,000	

Site Development Sub-Total

\$ 2,431,500









General Requirements 15%	\$ 364,700	
Construction Fee 5%	\$ 121,500	
Consultant Fees 15%	\$ 364,700	
Estimating Contingency 15%	\$ 364,700	
Contingency Allowance 20%	\$ 0	\$ 486,300

Site Development Total







\$ 3,647,100 \$ 4,133,400

TABLE A - SUMMARY OF DAM REMOVAL PROJECT COSTS AS COMPLETED BY GSS ENGINEERING CONSULTANTS LTD.

February 1, 2019

ORIGINAL/EXISTING DAM	FOLLOWING DAM REMOVAL	DESCRIPTION OF PROJECT	ACTUAL COST TO REMOVE DAM	ESTIMATED COST TO REPAIR DAM
		Removal of Rotary Park Dam on Armstrong Creek in Markdale. (2017) Removal of aging, concrete Rotary Park dam on cold water stream. Project included 80 m of new stream channel including pool/riffle habitat and, overhead wood cover. Removal of dam removes migration barrier for brook trout and reduces stream temperatures during the summer. Old pond area filled and landscaped. (15-026)	Construction Cost to remove Dam was \$111,000 plus HST. Main Components: <ul style="list-style-type: none"> - Actual Dam Removal - \$35,000 - Fill pond area – pit run gravel - \$55,000 - Rebuild natural stream - \$16,000 - Topsoil and seed restoration - \$8,000 	Estimated Cost to upgrade/repair dam to LRIA requirements, and provide fish passage for brook trout, would have likely cost 150,000 to \$300,000
		Removal of Hamel Pond Dam on Otter Creek in Mildmay (2016). Removal of deteriorated concrete dam in downtown Mildmay. Project removed barrier to fish migration and reduced summer stream temperatures to improve brook trout and brown trout habitat. Design included restoration of 160 m of stream channel in former headpond including bioengineering applications and addition of spawning gravel.	Construction Cost to remove Dam was \$70,000 plus HST. Main Components: <ul style="list-style-type: none"> - Mobilize/Demobilize and temporary access lane - \$14,000 - Actual Dam Removal - \$28,000 - Large Rip Rap - \$17,000 - Channel restoration, topsoil/seed \$11,000 	Dam not repairable. Estimated cost to build new dam (to meet LRIA requirements) would have likely cost \$300,000 to \$800,000.
		Removal of Haines Dam on Beaver River in Thornbury (2016). Large concrete structure (60 m wide by 2 m tall) was partial blockage to salmon and trout migration. Dam was in deteriorated condition and provided no flood control benefit. Project included partial removal of cobble sediment in head pond placement of armour stone for 130 m length of west bank. Project also included restoration of public trail access and repaving of adjacent municipal road. (14-036)	Construction Cost to remove Dam was \$370,000 plus HST. Main Components: <ul style="list-style-type: none"> - Actual Dam Removal - \$150,000 - Access road and township road restoration - \$50,000 - West shore rip rap - \$115,000 - Partial sediment removal - \$5,000 	Dam had been repaired in 1970's to try and stop leakage at abutments. Estimated cost to repair dam to LRIA Standards would have likely ranged from \$500,000 to \$1,000,000 before shoreline protection considered. However, dam would not likely have been repairable due to deteriorated state. Cost of a new dam meeting LRIA requirements would likely have been \$2M to 3M.
		Removal of Lockerby Dam on the North Saugeen River (2015). Removal of aging, concrete Lockerby Dam on North Saugeen River. Dam owner was Saugeen Valley Conservation Authority and did not provide flood control function. Placement/ removal of flashboards health and safety issue. Dam was a fish migration barrier. Project included two vortex weirs upstream of dam to enhance fish habitat in new channel.	Construction Cost to remove Dam was \$129,000 plus HST. Main Components: <ul style="list-style-type: none"> - Actual Dam removal - \$29,000 - Access road on south side of Dam - \$25,000 - Rip rap of riverbanks and other restorations - \$51,000 - Construction of vortex weir (fish habitat) - \$24,000 	Structural condition of dam was reasonable. However, there was a health and safety issue for manual placement and removal of flash boards each spring and fall. Cost to provided safer system of install and remove the flash boards would likely have been in the range of \$200,000 to \$500,000 and require LRIA approval

SUMMARY OF DAM REMOVAL PROJECTS BY GSS ENGINEERING CONSULTANTS LTD.

ORIGINAL/EXISTING DAM	FOLLOWING DAM REMOVAL	DESCRIPTION OF PROJECT	ACTUAL COST TO REMOVE DAM	ESTIMATED COST TO REPAIR DAM
		<p>Modifications to the Memorial Park (Listowel) Dam on the Middle Maitland River in Listowel. (2015)</p> <p>Project featured part removal of existing concrete dam and restoration of headpond area. Project included construction of new wetland area and stream enhancement completed including construction of new riffle and pools and new rocky ramp to aid fish migration through dam. (14-040)</p>	<p>Construction Cost to remove small portion of Dam and complete river restoration work was \$176,000 plus HST.</p> <p>Main Components:</p> <ul style="list-style-type: none"> - Partial Dam removal - \$30,000 - Downstream Channel Naturalization - \$36,000 - Fill Headpond area, topsoil and seed - \$90,000 - Wetland Creation and Trails - \$20,000 	<p>Existing dam structurally sound. However, dam serves no flood control purpose and current community vision does not support/include stagnant headpond conditions.</p> <p>Estimated cost to remove current dam is \$100,000. Cost to construct a new dam of similar width, height etc would likely be \$300,000 to \$500,000.</p>
		<p>Removal of Truax Dam in Walkerton on the Saugeen River. Scheduled for 2019.</p> <p>This project will remove a 60 m wide, 2.5 m high concrete dam on the Saugeen River. Removal of the dam will restore full passage for migratory trout and salmon as well as native warm water fish species including bass, northern pike and muskellunge as well as a wide variety of suckers, cyprinids etc. (17-066)</p>	<p>Project tendered in fall, 2018. Tendered Construction Cost to remove Dam is \$550,000 plus HST.</p> <p>Main Components:</p> <ul style="list-style-type: none"> - Actual Dam removal - \$255,000 - Remove existing fishway - \$80,000 - West side access road - \$45,000 - New Public Space and Rip Rap - \$170,000 	<p>Dam condition has deteriorated to point that repairs are not feasible. Core of dam is wood poles and stone with concrete overlay.</p> <p>Based on 2.5 m height, and 100 m wide span, cost to replace with new dam likely \$3 M to \$4 M. New dam would require new fish ladder that would require long term maintenance and operational budget.</p>
		<p>Removal of Petun Dam on Black Ash Creek near Collingwood. Scheduled for 2019.</p> <p>Proposed project includes removal of large earthen dam on upper cold water tributary of Black Ash Creek near Collingwood. Will remove major source of summer time stream heating and provide new brook trout stream habitat. Project to be tendered in spring, 2019. (15-051)</p>	<p>Estimated Construction Cost to remove Dam is \$90,000 plus HST.</p> <p>Main Components:</p> <ul style="list-style-type: none"> - Actual Dam Removal - \$15,000 - New stream channel below dam - \$10,000 - Regrade river banks - \$25,000 - Sediment management - \$30,000 - Restore stream in headpond - \$10,000 	<p>Cost to rebuild new earthen dam with concrete spillway and emergency flood overflow likely >\$500,000. Steep, downstream river banks major issue. LRIA approval would be required.</p>



Thank you.

March 1, 2019

Chair and Members of the
Strategic Priorities and Policy Committee

Re: The 2020-2023 Budget Process

The undersigned is seeking your support of the following recommendation regarding the upcoming four-year (2020 to 2023) Budget process:

“That Councillor J. Morgan BE APPOINTED as the Council lead for the upcoming four-year Budget process (2020 to 2023 referred hereafter as the "Multi-Year Budget"), acting as Budget Chair with duties including coordination of Multi-Year Budget activities with the Civic Administration and the Chairing of the Strategic Priorities and Policy Committee meetings where discussion and consideration of the adoption of the Multi-Year Budget takes place.”

Respectfully submitted,

Ed Holder,
Mayor



111 Horton Street
P.O. Box 2700
London, ON N6A 4H6

Powering London.
Empowering You.

March 28, 2019

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

Re: Request for Delegation Status

Dear Mr. Schulthess:

We hereby request delegation status to appear in front of the Strategic Priorities and Policy Committee of The Corporation of the City of London (the "Shareholder"), the sole shareholder of London Hydro Inc. ("London Hydro"), at its meeting on May 6th or June 24th, 2019. London Hydro requests delegation status for the purpose of its Annual General Meeting, including a presentation by the Board of Directors of London Hydro, and the consideration and passing of annual resolutions by the Shareholder.

We ask that you include this request on the agenda of the Strategic Priorities and Policy Committee to be considered at its next meeting.

Please do not hesitate to contact me if you have any questions or concerns about the above request.

Yours truly,

A handwritten signature in black ink, appearing to read "G. Valente".

Gabe Valente
Chair, Board of Directors
London Hydro Inc.

March 20, 2019

City Clerk's Office
Cathy Saunders, City Clerk
300 Dufferin Avenue, PO Box 5035
London, ON N6A 1V5

Re: Annual Shareholder's Meeting

Dear Ms. Saunders:

The London & Middlesex Community Housing (LMCH) is requesting a shareholder meeting with City of London in order to present our 2018 Annual Report and 2018 Audited Financial Statements at the Special Priorities and Policy Committee (SPPC) meeting of Monday, June 24, 2019. We are also requesting delegation status at that time to provide an update on the corporation's Regeneration Plan.

In advance of the Annual Shareholder meeting, the Board will prepare and approve an "Annual Report" and submit the report to the Shareholder by June 7, 2019, in accordance with the required provisions of the *Declaration of the Sole Shareholder, 2012*. The Annual Report shall include, but not be limited to the following:

- 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 LMCH such that the Shareholder can determine that the strategic business plan has been respected.
- f) Information regarding the performance of LMCH such that the Shareholder can determine that the Shareholder Agreement has been respected.
- g) Such additional information as the Shareholder may specify from time to time.

We look forward to meeting with the City of London and making our annual presentation. Please confirm that the requested date and time for the Shareholder's meeting can be scheduled as requested.

Sincerely,

Josh Browne
Chief Executive Officer

cc: LMCH Board of Directors
D. Purdy, Housing Services Manager – Housing Division
S. Datars Bere, Managing Director, Social Services, Housing and Dearness Home

April 1, 2019

SENT BY EMAIL TO: csaunders@london.ca

City Clerk's Office
Cathy Saunders, City Clerk
300 Dufferin Avenue, PO Box 5035
London, ON N6A 1V5

Re: Composition of the LMCH Board of Directors

Dear Ms. Saunders:

At its meeting of March 28, 2019, the Board of Directors of the London & Middlesex Community Housing (LMCH) resolved to:

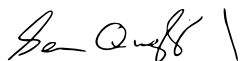
- a) Request the City of London as sole shareholder, amend section 6.2(c) of the Shareholder Declaration to increase the size of the LMCH Board of Directors from nine (9) to eleven (11) members, noting that increase would include one (1) member of City Council and one (1) citizen-at-large.

The Board carefully examined its responsibilities and considered what representation is needed to help the Board fully understand the issues and options it is facing. This included the functional requirements in terms of professional expertise to help with strategic priorities and to bring needed expertise to the Board; diversity requirements in terms of age, ethnicity, or gender; what is needed for the Board to have the right variety of viewpoints and dialogue on critical issues; and representational requirement in terms of the stakeholders in the organization.

It is the Board's belief that the increase in composition will position LMCH to best address together the myriad of challenges and significant work 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.

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. 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.

Sincerely,



Sean Quigley
Board Chair

cc: J. Browne, CEO
D. Purdy, Housing Services Manager – Housing Division
S. Datars Bere, Managing Director, Social Services, Housing and Dearness Home

2ND REPORT OF THE
GOVERNANCE WORKING GROUP

Meeting held on March 25, 2019, commencing at 2:00 PM, in Committee Room #4, Second Floor, London City Hall.

PRESENT: Councillors J. Morgan (Chair), M. Van Holst, S. Lewis and A. Kayabaga, and C. Saunders (Secretary).

ABSENT: Councillors P. Squire and S. Hillier.

ALSO PRESENT: G. Zhang.

1. CALL TO ORDER

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

1.2 1st Report of the Governance Working Group

That the 1st Report of the Governance Working Group from its meeting held on January 14, 2019 BE RECEIVED.

2. CONSENT ITEMS

None.

3. ITEMS FOR DISCUSSION

3.1 Council Expense Restrictions and Debate at Standing Committees

That the following actions be taken with respect to the Municipal Council resolution dated December 19, 2018 regarding a communication from Councillor M. van Holst with respect to Council expense restrictions and debate at Standing Committees:

a) the discussion regarding the Council Members' Expense Account BE REFERRED to a meeting of the Governance Working Group (GWG) to be held in the first quarter of 2020; and,

b) the City Clerk BE DIRECTED to report back to the May 6, 2019 meeting of the Governance Working Group (GWG) with proposed amendments to the Council Procedure By-law that would provide for non-members of a Standing Committee to participate in the debate regarding a matter before the Standing Committee; it being noted that the non-members would continue to not be permitted to vote on the matter at the Standing Committee meeting.

3.2 Process for Public Appointments to Boards and Commissions

That the matter regarding the process for public appointments to Boards and Commissions BE REFERRED to a future meeting of the Governance Working Group (GWG) when the Civic Administration submits a report on the processes other municipalities undertake to recruit and appoint members of the public to boards and commissions at the beginning of a Council term.

4. DEFERRED MATTER/ADDITIONAL BUSINESS

None.

5. ADJOURNMENT

The meeting adjourned at 2:49 PM.

From: Shawna Lewkowitz
Sent: Thursday, March 28, 2019 2:40 PM
To: Woolsey, Heather <hwoolsey@London.ca>
Cc: Skylar Franke
Subject: Re: [EXTERNAL] Re: Striking Committee

Hello,
The Urban League of London would like to have Skylar Franke (Acting President) as our appointment to the Striking Committee in place of Shawna Lewkowitz.

Thank you,
Shawna Lewkowitz

From: Dharshi Lacey
Sent: Thursday, April 04, 2019 12:04 PM
To: Woolsey, Heather <hwoolsey@London.ca>
Subject: [EXTERNAL] A replacement for the Advisory Committee from Pillar

As you know I have a family related conflict for May 9th. However, Michelle and I would like to propose that Jasmine Ball replace me on this committee.

Regards,

Dharshi Lacey
Director, Diversity & Governance | Pillar Nonprofit Network
T: 519-433-7876 x216 | E: diversity@pillarnonprofit.ca
201 King Street (2nd Floor)
London, ON N6A 1C9
www.pillarnonprofit.ca

Join us for a compelling address that forecasts how emerging trends will alter the social sector. [Register to attend our Annual General Meeting](#)

From: Patti Dalton
Sent: Thursday, April 04, 2019 11:38 AM
To: Woolsey, Heather <hwoolsey@London.ca>
Subject: [EXTERNAL] Re: FW: Striking Committee

Hi Heather,

the name of our representative is Masoud Karimi --

Many thanks!
Patti Dalton
LDLC President

March 29, 2019

Attn: SPPC Committee Chairs and Members,
RE: 2019 - 2023 BIA Board Member Appointments

Chair and Members of the Strategic Priorities and Policy Committee;

The Hamilton Road Business Improvement Area presents the following individuals for consideration for a four year term on the Board of Management.

Chair, Rick Pinheiro, Pinheiro Realty
Vice Chair, Cassi Mask-Wildman, Evans Funeral Home
Treasurer, Jackie Stephens, SDI Group INC.
Director, Joseph Battaglia, Mortgage Intelligentia
Director, David Cardoso, Danny's Wine and Beer
Director, Dann Burt, Ziebart
Director, Jason Lessif, McDonald's
Director, George Karigan, East Side Bar and Grill
Director, Katie Dean, Hamilton Road Legal Centre
Municipal Representative, Michael van Holst
Director, Jim Semchism, Ealing Pharma Choice
Director, Raphael Metron, Primeweb

Kindest Regards,



Dave Broostad
Project Coordinator
Hamilton Road BIA