

Strategic Priorities and Policy Committee Report

22nd Meeting of the Strategic Priorities and Policy Committee
November 25, 2019

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

ABSENT: P. Squire, A. Kayabaga

ALSO PRESENT: M. Hayward, A. Anderson, A.L. Barbon, G. Barrett, B. Coxhead, S. Datars Bere, M. Fabro, J. Fleming, L. Livingstone, S. Mathers, D. O'Brien, C. Saunders, K. Scherr, M. Schulthess, C. Smith, S. Spring, S. Stafford, B. Westlake-Power, R. Wilcox, P. Yeoman
The meeting is called to order at 4:05 PM.

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 clause 4.2 of this Report, having to do with an appointment to the Middlesex-London Health Unit Board of Directors, by indicating that the Middlesex-London Health Unit is his employer;
- b) Councillor S. Lehman discloses a pecuniary interest in clause 4.5 of this Report, having to do with appointments to the London Downtown Business Association, by indicating that he is a member of the Association.

2. Consent

Moved by: M. Cassidy
Seconded by: E. Pelozza

That items 2.1, 2.3 and 2.4 BE APPROVED.

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, and S. Hillier

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (13 to 0)

2.1 Strategic Plan: Semi-Annual Progress Report, 2019 Report to the Community

Moved by: M. Cassidy
Seconded by: E. Pelozza

That, on the recommendation of the City Manager, the report dated November 25, 2019 with respect to the Strategic Plan Semi-Annual Progress Report and the attached 2019 Report to the Community, BE RECEIVED for information;

it being noted that the Strategic Priorities and Policy Committee received a communication dated November 22, 2019 from B. Brock, with respect to this matter.

Motion Passed

2.3 Waste Management Working Group - Extension of Term

Moved by: M. Cassidy
Seconded by: E. Pelozza

That on the recommendation of the City Clerk, the following actions be taken with respect to the Waste Management Working Group:

- a) the following appointments to the Waste Management Working Group, BE EXTENDED to June 30, 2021, or until the Working Group completes its mandate, whichever is sooner: Councillors van Holst, Lehman, Turner and Pelozza; and,
- b) subject to the approval of part a), above, the Terms of Reference BE AMENDED to reflect the Term of Office for the Working Group.

Motion Passed

2.4 Rapid Transit Implementation Working Group - Extension of Term and Update

Moved by: M. Cassidy
Seconded by: E. Pelozza

That on the recommendation of the City Clerk, the following actions be taken with respect to the Rapid Transit Implementation Working Group:

- a) the following appointments to the Rapid Transit Implementation Working Group, BE EXTENDED to November 15, 2022, or until the Working Group completes its mandate, whichever is sooner: Councillors van Holst, Squire, Cassidy, Helmer, Kayabaga, Hillier, Pelozza, Hopkins and Lehman; and,
- b) subject to the approval of part a), above, the revised Terms of Reference as appended to the staff report dated November 25, 2019, as Appendix "B", BE APPROVED.

Motion Passed

2.2 London Community Grants Program Allocations

Moved by: S. Lewis
Seconded by: S. Lehman

That the following actions be taken with respect to the London Community Grants Program allocations:

- a) the staff report dated November 25, 2019 entitled "London Community Grants Program Allocations" BE RECEIVED; and,
- b) the Civic Administration BE DIRECTED to review the London Community Grants Policy and report back on policy amendments that would identify if the municipality is the appropriate source of funding for requests, potentially limiting or removing eligibility for programs that receive funding through senior levels of government, such as the "Enabling Accessibility Fund".

Motion Passed

Voting Record

Moved by: S. Lewis

Seconded by: S. Lehman

That part a) BE APPROVED, as follows:

That the following actions be taken with respect to the London Community Grants Program allocations:

a) the staff report dated November 25, 2019 entitled "London Community Grants Program Allocations" BE RECEIVED;

Yeas: (12): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, P. Van Meerbergen, S. Turner, E. Pelozza, and S. Hillier

Nays: (1): A. Hopkins

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (12 to 1)

Moved by: S. Lewis

Seconded by: S. Lehman

That part b) i) BE APPROVED, as follows:

b) the Civic Administration BE DIRECTED to review the London Community Grants Policy and report back on policy amendments that would:

i) identify if the municipality is the appropriate source of funding for requests, potentially limiting or removing eligibility for programs that receive funding through senior levels of government, such as the "Enabling Accessibility Fund";

Yeas: (7): M. van Holst, S. Lewis, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelozza, and S. Hillier

Nays: (6): Mayor E. Holder, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, and S. Turner

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (7 to 6)

Moved by: S. Lewis

Seconded by: S. Lehman

That part b) ii) BE APPROVED, as follows:

ii) limit the eligibility for special events; including one day events, that could submit requests for consideration under the Neighbourhood Decision Making process; and

Yeas: (5): S. Lewis, J. Morgan, S. Lehman, P. Van Meerbergen, and S. Hillier

Nays: (8): Mayor E. Holder, M. van Holst, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, S. Turner, and E. Pelozza

Absent: (2): P. Squire, and A. Kayabaga

Motion Failed (5 to 8)

Moved by: S. Lewis
Seconded by: S. Lehman

That part b) iii) BE APPROVED, as follows:
iii) tighten the current eligibility criteria for capital funding requests; and,

Yeas: (6): S. Lewis, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelozza, and S. Hillier

Nays: (7): Mayor E. Holder, M. van Holst, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, and S. Turner

Absent: (2): P. Squire, and A. Kayabaga

Motion Failed (6 to 7)

Moved by: S. Lewis
Seconded by: S. Lehman

That part c) BE APPROVED, as follows:
c) the Civic Administration BE DIRECTED to develop Business Cases for consideration during the 2020-2023 Multi-Year Budget process that provide for potential reductions related to the "London Community Grants Program".

Yeas: (5): M. van Holst, S. Lewis, S. Lehman, P. Van Meerbergen, and S. Hillier

Nays: (8): Mayor E. Holder, M. Salih, J. Helmer, M. Cassidy, J. Morgan, A. Hopkins, S. Turner, and E. Pelozza

Absent: (2): P. Squire, and A. Kayabaga

Motion Failed (5 to 8)

3. Scheduled Items

3.1 Public Participation Meeting - Not to be heard before 4:05 PM - 2020 Water and Wastewater Rates

That, on the recommendation of the Managing Director, Environmental and Engineering Services & City Engineer, and the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer the following actions be taken with respect to the 2020 Water and Wastewater rates and charges:

a) the proposed by-law appended to the staff report dated November 25, 2019 as Appendix "A", "A by-law to amend By-law WM-28 being "A by-law for regulation of wastewater and stormwater drainage systems in the City of London", as amended by providing for an increase in the rates and charges, BE INTRODUCED at the Municipal Council meeting to be held November 26, 2019 to effect rates and charges increases of 2.5 percent effective January 1, 2020; and,

b) the proposed by-law appended to the staff report dated November 25, 2019 as Appendix "B", "A by-law to amend By-law W-8 being "A by-law to provide for the Regulation of Water Supply in the City of London", as amended by providing for an increase in the rates and charges, BE INTRODUCED at the Municipal Council meeting to be held November 26, 2019 to effect rates and charges increases of 2.5 percent effective January 1, 2020;

it being noted that no individuals spoke at the public participation meeting associated with this matter.

Motion Passed

Voting Record

Moved by: M. Salih

Seconded by: E. Pelozza

Motion to open the Public Participation meeting, related 2020 water and wastewater rates.

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, and S. Hillier

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (13 to 0)

Moved by: M. Salih

Seconded by: S. Turner

Motion to close the Public Participation meeting, related 2020 water and wastewater rates.

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, and S. Hillier

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (13 to 0)

Moved by: S. Turner

Seconded by: E. Pelozza

That part a) BE APPROVED, as follows:

That, on the recommendation of the Managing Director, Environmental and Engineering Services & City Engineer, and the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer the following actions be taken with respect to the 2020 Water and Wastewater rates and charges:

a) the attached revised By-law, being, "A by-law to amend By-law WM-28 being "A by-law for regulation of wastewater and stormwater drainage systems in the City of London", as amended by providing for an increase in the rates and charges, BE INTRODUCED at the Municipal Council meeting to be held November 26, 2019 to effect rates and charges increases of 3 (three) percent effective January 1, 2020; and,

Yeas: (6): S. Lewis, M. Salih, A. Hopkins, S. Turner, E. Pelozza, and S. Hillier

Nays: (7): Mayor E. Holder, M. van Holst, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, and P. Van Meerbergen

Absent: (2): P. Squire, and A. Kayabaga

Motion Failed (6 to 7)

Moved by: S. Turner

Seconded by: E. Pelozza

That part b) BE APPROVED, as follows:

b) the proposed by-law as appended to the staff report dated November 25, 2019, being “A by-law to amend By-law W-8 being “ A by-law to provide for the Regulation of Water Supply in the City of London”, as amended by providing for an increase in the rates and charges, BE INTRODUCED at the Municipal Council meeting to be held November 26, 2019 to effect rates and charges increases of 2.5 percent effective January 1, 2020;

it being noted that no individuals spoke at the public participation meeting associated with this matter.

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, and S. Hillier

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (13 to 0)

Moved by: M. Cassidy
Seconded by: A. Hopkins

That, on the recommendation of the Managing Director, Environmental and Engineering Services & City Engineer, and the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer the following actions be taken with respect to the 2020 Water and Wastewater rates and charges:

a) the proposed by-law appended to the staff report dated November 25, 2019 as Appendix “A”, “A by-law to amend By-law WM-28 being “A by-law for regulation of wastewater and stormwater drainage systems in the City of London”, as amended by providing for an increase in the rates and charges, BE INTRODUCED at the Municipal Council meeting to be held November 26, 2019 to effect rates and charges increases of 2.5 percent effective January 1,2020; and,

Yeas: (10): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, P. Van Meerbergen, and S. Hillier

Nays: (3): A. Hopkins, S. Turner, and E. Pelozza

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (10 to 3)

4. Items for Direction

4.1 Climate Change Emergency Update

Moved by: M. Salih
Seconded by: E. Pelozza

That, on the recommendation of the Managing Director, City Planner and the Managing Director, Environmental and Engineering Services and City Engineer, the staff report dated November 25, 2019 BE RECEIVED and the following actions be taken with respect to the City’s Climate Emergency Declaration and the next steps to further reduce energy use and increase climate change mitigation and adaptation actions during the next twelve months:

a) the Civic Administration BE DIRECTED to undertake the following immediate actions:

- i) establish a City-wide target for London to achieve net zero community greenhouse gas (GHG) emissions by the year 2050;
 - ii) consistent with the direction of Council's recently adopted Corporate Energy Conservation & Demand Management (CDM) Plan, pursue opportunities to achieve Corporate net zero GHG emissions prior to 2050 with the goal of demonstrating municipal commitment and leadership to Climate Emergency mitigation;
 - iii) establish an internal team, inclusive of representatives from all service areas, to be champions for climate emergency actions within their service area and to help implement climate emergency initiatives;
 - iv) all Service Areas to identify immediate opportunities that can be implemented within existing resources using existing and new tools; deliver an educational program to all service areas to assist them with understanding the climate emergency and possible actions to address it;
 - v) launch the process to develop a new Climate Emergency Action Plan (CEAP) and incorporate the Community Energy Action Plan into this process;
 - vi) develop an interim screening Climate Emergency Evaluation Tool (CEET);
 - vii) create a new Climate Emergency area on the City's web site, providing better communication to Londoners on the climate emergency, its implications and how they can assist;
 - viii) advocate, as a municipal leader in Canada, for climate emergency action at the provincial and federal government level;
 - ix) advance those actions and strategies identified in Council's strategic plan that will address the Climate Emergency through existing budgets;
- b) the Civic Administration BE DIRECTED to undertake the following actions within the next four months:
- i) continue community and key stakeholder engagement on the CEAP process;
 - ii) complete an initial screen of current major transportation projects using the interim screening CEET;
 - iii) complete and formalize a permanent screening CEET and administrative processes through expert review and London-focused risk evaluation;
 - iv) include a standard section in all Standing Committee reports that addresses the Climate Emergency Declaration and, where appropriate, applies the screening CEET to the issues that are addressed in each report;
 - v) seek out opportunities for new funding to support climate emergency initiatives;
- c) the Civic Administration BE DIRECTED to undertake the following actions within one year:
- i) work with each Service Area to review all proposed major City projects and master plans (e.g., road widenings, facilities, parks and recreation facility upgrades, wastewater treatment, waste disposal, fleet) within the 10 year capital plan through the screening CEET and, where appropriate, recommend the modification of these projects;
 - ii) work with each Service Area to review all major existing programs and projects through the screening CEET to determine what should be considered for elimination, what may be changed and what should be started in response to the climate emergency;

- iii) identify methods for advancing the urban forest strategy more quickly including exploring reforestation of under-utilized agricultural land within London and tree planting on a regional basis;
- iv) establish appropriate tools to encourage cool roofs, green roofs, and/or rooftop solar energy systems and other green infrastructure for private developments;
- v) work with relevant Service Areas to apply the screening CEET to review and make any required changes to address the climate emergency in the Design Specifications Manual, Site Plan Control Area By-law, Urban Design Guidelines, Tree Protection by-law, Purchasing By-law, all granting processes and other documents and processes that have an impact on the climate emergency; it being noted that these assessments and amendments will be undertaken in priority, based on the magnitude of their potential impact on the climate emergency and it being further noted that the entirety of this process will be undertaken over a period that extends beyond the one-year timeline;
- d) the Civic Administration BE DIRECTED to complete the Climate Emergency Action Plan within one year, to include but not be limited to, the following components:
 - i) a clear city-wide net zero community GHG emissions target (no later than 2050, but with the intent of establishing a path to net zero GHG emissions prior to 2050);
 - ii) a clear Corporate net zero GHG emissions target (no later than 2050, but with the intent of establishing a path to net zero GHG emissions prior to 2050);
 - iii) a clear strategy and specific actions to achieve the targets established in (i) and (ii), above;
 - iv) a strategic approach and specific tools for communicating the climate emergency;
 - v) elevate discussions with developers, homebuilders and contractors regarding design and construction techniques to reduce lifecycle GHG emission impacts;
 - vi) explore opportunities for utilizing GHG offsets and establish policy for when this is appropriate;

it being noted that:

- the City's Strategic Plan contains reference to more than 30 specific actions and strategies dealing with climate change;
- the multi-year budget process contains numerous programs and projects in the base budget that address climate change mitigation and adaptation including the need to increase actions in this area of importance; and
- several Business Cases designed to increase actions that address climate change mitigation and adaptation have been submitted for multi-year budget deliberations;

it being noted that the Strategic Priorities and Policy Committee received a communication dated November 22, 2019 from B. Brock and a communication dated November 22, 2019 from Councillor M. van Holst with respect to this matter.

Motion Passed

Voting Record

Moved by: M. Cassidy

Seconded by: M. Salih

That the added communications from B. Brock and Councillor M. van Holst, BE RECEIVED.

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, and S. Hillier

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (13 to 0)

Moved by: M. van Holst

Seconded by: P. Van Meerbergen

That the matter of Climate Change Emergency Update and the associated recommendations BE REFERRED back to the Civic Administration, in order to allow for the gathering of additional information specific to the London experience and related data with respect to this matter.

Yeas: (2): M. van Holst, and P. Van Meerbergen

Nays: (11): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, S. Turner, E. Pelozza, and S. Hillier

Absent: (2): P. Squire, and A. Kayabaga

Motion Failed (2 to 11)

Moved by: M. Salih

Seconded by: E. Pelozza

The motion to approve parts a)vi), b)ii), b)iii), b)iv, b)v), c)i), c)ii), c)v) and d)i) is put.

Yeas: (11): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, S. Turner, E. Pelozza, and S. Hillier

Nays: (2): M. van Holst, and P. Van Meerbergen

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (11 to 2)

Moved by: M. Salih

Seconded by: E. Pelozza

Motion to approve the balance of the recommendation is put.

Yeas: (12): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, and S. Hillier

Nays: (1): M. van Holst

Absent: (2): P. Squire, and A. Kayabaga

Motion Passed (12 to 1)

Moved by: E. Pelozza
Seconded by: S. Hillier

That the Committee recess.

Motion Passed

The Strategic Priorities and Policy Committee recesses from 6:58 PM until 7:28 PM.

4.2 Appointment to the Middlesex-London Health Unit Board of Directors
(Requires 1 Member of Council)

Moved by: M. van Holst
Seconded by: M. Cassidy

That Councillor A. Kayabaga BE APPOINTED to the Middlesex-London Health Unit Board of Directors for the term ending November 15, 2022.

Yeas: (11): Mayor E. Holder, M. van Holst, S. Lewis, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, E. Pelozza, and S. Hillier

Recuse: (1): S. Turner

Absent: (3): M. Salih, P. Squire, and A. Kayabaga

Motion Passed (11 to 0)

Selection record:

Election

Appointment to Middlesex-London Health Unit Board of Directors

Councillor A. Kayabaga(54.55 %):S. Hillier, Mayor E. Holder, J. Helmer, M. Cassidy, J. Morgan, A. Hopkins

Councillor M. van Holst(45.45 %):S. Lewis, E. Pelozza, P. Van Meerbergen, S. Lehman, M. van Holst

Majority Winner: Councillor A. Kayabaga

4.3 Appointment to the County/City Liaison Committee (Requires the Mayor, 2 Members of Council and 1 Alternate Member of Council)

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

That the following BE APPOINTED to the County/City Liaison Committee for the term ending November 15, 2022:

Mayor E. Holder
Councillor J. Morgan
Councillor S. Turner
Councillor J. Helmer (Alternate)

Yeas: (12): Mayor E. Holder, M. van Holst, S. Lewis, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, and S. Hillier

Absent: (3): M. Salih, P. Squire, and A. Kayabaga

Motion Passed (12 to 0)

4.4 Confirmation of Appointments to the Argyle BIA

Moved by: S. Lewis

Seconded by: M. Cassidy

That Dale Irwin BE APPOINTED to the Argyle Business Improvement Area for the term ending November 15, 2022.

Yeas: (12): Mayor E. Holder, M. van Holst, S. Lewis, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, and S. Hillier

Absent: (3): M. Salih, P. Squire, and A. Kayabaga

Motion Passed (12 to 0)

4.5 Confirmation of Appointments to the London Downtown Business Association

Moved by: S. Hillier

Seconded by: S. Turner

That the following BE APPOINTED to London Downtown Business Association for the term ending November 15, 2022:

Andrew McClenaghan - Digital Echidna

Asaad Naeeli - Dos Tacos

Bonnie Wludyka - Citi Plaza/IF Propco Holdings

David E White - David E White Clothier

David Kirwin - Kirwin Fryday Medcalf Lawyers

Jason Dickson - Brown and Dickson

Joe Drummond - Doubletree by Hilton London

John Fyfe-Millar - Too Wheels

Jordan Detmers - Info-Tech Research Group

Lori Da Silva - RBC Place London

Michelle Giroux - Fanshawe College Downtown Campus

Nick Vander Gulik - Shoppers Drug Mart, Vander Gulik Pharmacy Inc.

Yeas: (11): Mayor E. Holder, M. van Holst, S. Lewis, J. Helmer, M. Cassidy, J. Morgan, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, and S. Hillier

Recuse: (1): S. Lehman

Absent: (3): M. Salih, P. Squire, and A. Kayabaga

Motion Passed (11 to 0)

4.6 West Transit Motion

Moved by: A. Hopkins

Seconded by: J. Morgan

That the Civic Administration BE REQUESTED to review and report back with recommendations for providing higher order transit service and/or transit improvement projects to West London, including but not limited to potential modifications of the West Connection project that address:

- a) options for higher order transit serving West London, including the extension of service further west;
- b) local service integration opportunities;
- c) additional road design alternatives along the corridor, including a

- review of lane configurations and options for phased delivery;
- d) the possibility of a quick-start program that includes prioritized intersections with mixed traffic routes,
 - e) opportunities for park and ride; and
 - f) the possible need for electric bus infrastructure;

it being noted that the Strategic Priorities and Policy Committee received a communication, dated November 22, 2019, from B. Brock with respect to this matter.

Yeas: (11): Mayor E. Holder, M. van Holst, S. Lewis, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, and E. Pelosa

Nays: (1): S. Hillier

Absent: (3): M. Salih, P. Squire, and A. Kayabaga

Motion Passed (11 to 1)

Voting Record

Moved by: S. Hillier

Seconded by: M. Cassidy

That the communication from B. Brock BE RECEIVED.

Yeas: (12): Mayor E. Holder, M. van Holst, S. Lewis, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, and S. Hillier

Absent: (3): M. Salih, P. Squire, and A. Kayabaga

Motion Passed (12 to 0)

5. Deferred Matters/Additional Business

None.

6. Adjournment

The meeting adjourned at 7:59 PM.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON NOVEMBER 25, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	STRATEGIC PLAN: SEMI-ANNUAL PROGRESS REPORT, 2019 REPORT TO THE COMMUNITY

That, on the recommendation of the City Manager, the report including the attached Semi-Annual Progress Report, the 2019 Report to the Community **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

On April 23, 2019 Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council's vision, mission, and the strategic areas of focus for 2019-2023. It also identifies the specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

The Strategic Plan also includes a commitment to report regularly to Londoners on the implementation of the Strategic Plan, demonstrating the progress being made each year and how this work is having an impact in the community.

This report presents the first semi-annual Progress Report for the 2019-2023 Strategic Plan, as well as the 2019 Report to the Community. Both documents will be available online at www.london.ca/stratplan on November 25, 2019.

Strategic Plan Reporting Cycle

Since the approval of the Strategic Plan, Civic Administration, agencies, boards and commissions have worked to develop an Implementation Plan. This document provides an overview of the actions that are required to deliver on the outcomes, expected results, strategies and corresponding metrics identified in the Strategic Plan. It is also the foundation for reporting to Council and the community on progress being made and the impact of this work in the community.

The reporting cycle includes the following key reports throughout the life of the Strategic Plan:

1. Semi-Annual Progress Report

The purpose of the Semi-Annual Progress Report (released every May and November) is to track progress and monitor implementation of Council's Strategic Plan. It includes future-facing actions for every strategy to reflect the work planned over the lifetime of the Strategic Plan.

The Progress Report also includes a target completion date for each action, making it easy to monitor progress throughout the life of the Plan. Each action within the Progress Report is assigned a status indicator to help define progress towards implementation. There are four status indicators:

- **Complete:** action is done
- **On Target:** action is ongoing or completed annually; action is in progress and is on target to be complete by the target end date; action is not yet started but is on target to be complete by the target end date
- **Caution:** action is delayed by one quarter; action has been flagged as possibility of not being completed by the target end date
- **Below Plan:** Action is delayed by two quarters or more

Accomplishments are noted for each reporting period as well as variance explanations for actions that are delayed due to shifting priorities or emerging circumstances.

2. Variance Report

Variance reports are completed for any actions identified as ‘caution’ or ‘below’ plan in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.

3. Report to the Community

Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council’s Strategic Plan.

4. Performance Report

The purpose of the annual Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report compares the difference between actuals and targets of the current year and the number and percentage change between baseline actuals and current year actuals. Data from the annual Performance Reports serve as the foundation for the analysis completed during the impact assessment.

Targets (based on an identified aggregate and quantifiable measures that are used to track performance, process or behaviour) will be finalized through the 2020-2023 Multi-Year Budget process. The May 2020 Performance Report will reflect these targets.

5. Impact Assessment

The purpose of the Impact Assessment is to answer the question, “How has London changed as a result of the implementation of the Strategic Plan?” The impact assessment examines individual results from all service areas, agencies, boards, and commissions to analyze data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

The following is an overview of the Strategic Plan reporting cycle:

	February	May	July	November
Progress Report <ul style="list-style-type: none"> 2019: November semi-annual progress report (Jan 1 – Sept 30, 2019) 2020 onwards: May and Nov Semi-Annual Reports 		✓		✓
Variance Report	✓		✓	
Report to the Community				✓
Performance Report <ul style="list-style-type: none"> The performance report will commence in May 2020 to reflect the baseline target numbers (2019) Performance will then be reported in 2021, 2022, 2023 		✓		
Impact Assessment <ul style="list-style-type: none"> The impact assessment is not an annual report, it will be completed every quadrennial 				✓

November 2019 Semi-Annual Progress Report

The November 2019 Progress Report, attached as Appendix A, is the first semi-annual report for the 2019-2023 Strategic Plan.

As of November 2019, 100% of all milestones are complete or on target.

November 2019	
Complete	20 (3.5%)
On Target	559 (96.5%)
Caution	0 (0.0%)
Below Plan	0 (0.0%)
Total	579

2019 Report to the Community

The Report to the Community compliments the Progress Report by providing a more user friendly narrative to showcase key accomplishments from the past year.

The 2019 Report to the Community will be available online at www.london.ca/stratplan.

CONCLUSION

Council’s 2019-2023 Strategic Plan holds a vision of London as “A leader in commerce, culture and innovation – our region’s connection to the World.” The November 2019 Progress Report and Report to the Community demonstrate that progress is being made and substantial work is occurring to advance Council’s vision, mission and strategic areas of focus. These documents are important tools that allow the community, Council and Administration to track progress and monitor implementation.

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RECOMMENDED BY:	RECOMMENDED BY:
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cc. Senior Management Team
 Strategic Thinkers Table



November 2019 Semi-Annual Progress Report

2019-2023
Strategic Plan for the City of London



Report Glossary

- **Actions:** the steps that are required to deliver on the strategies and corresponding metrics identified in Council’s Strategic Plan.
- **Target End Date:** a target completion date has been set for each action, expressed as the last day of each quarter and year. When the action is ongoing throughout the life of the Plan or completed on an annual basis, the target end date is December 31, 2023 (the Strategic Plan end date).
- **Status:** each action has been assigned a status indicator to help define progress towards implementation. There are four **status indicators:**



Complete: Action is done



On Target:

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target end date
- Action is not yet started but is on target to be complete by target end date



Caution:

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date



Below Plan: Action is delayed by 2 quarters or more

- **Variance:** in cases where actions have been delayed due to shifting priorities or emerging circumstances, an explanation is included.
- **Accomplishments:** high-level achievements such as key performance indicators from Business Plans, etc., have been included in this report.
- **Service Area:** the City Service Area, or Agencies, Boards and Commissions accountable for each action is identified.

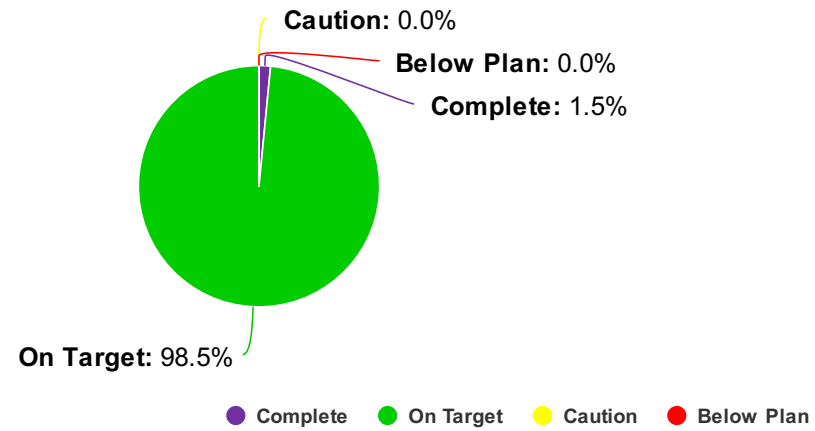
Service Areas & Acronyms

BIAs	Business Improvement Areas
CMO	City Manager’s Office
City Planning	
Conservation Authorities	
Covent Garden Market	
DCS	Development and Compliance Services
EES	Environmental and Engineering Services
Eldon House	
F&CS	Finance and Corporate Services
HDC	Housing Development Corporation
HSSDH	Housing, Social Services and Dearness Home
L&CS	Legal and Corporate Services
LEDC	London Economic Development Corporation
LTC	London Transit Commission
LPL	London Public Library
LPS	London Police Service
LMCH	London Middlesex Community Housing
MLHU	Middlesex-London Health Unit
Museum London	
NCFS	Neighbourhood, Children and Fire Services
P&R	Parks and Recreation
RBC Place	Royal Bank of Canada Place
UTRCA	Upper Thames River Conservation Authority

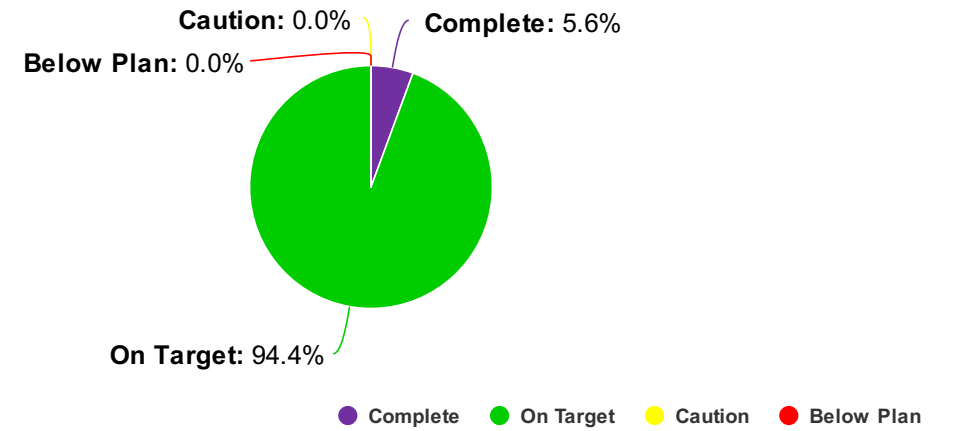
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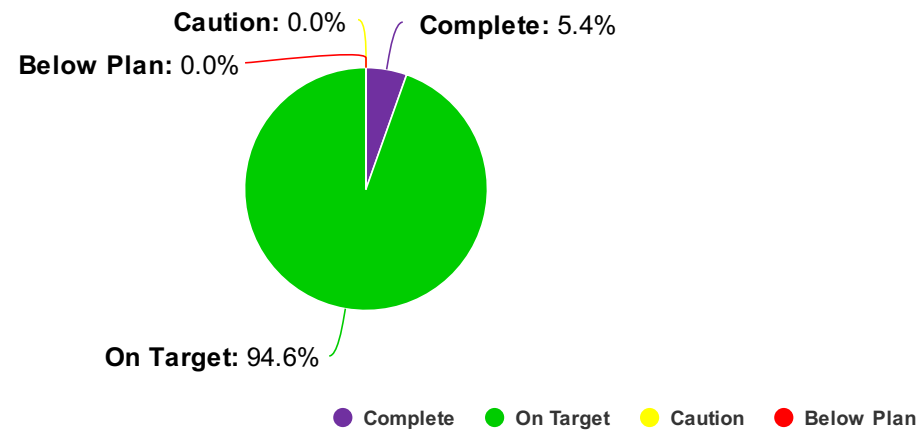
Strengthening our Community - Progress



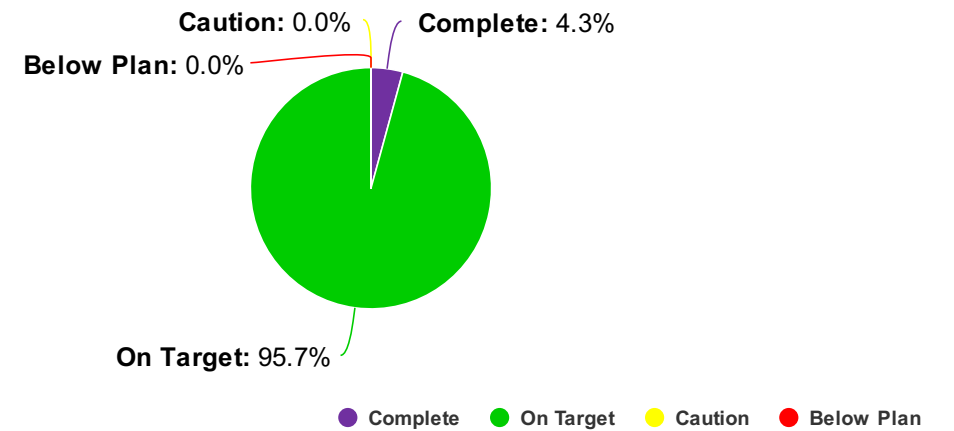
Building a Sustainable City - Progress



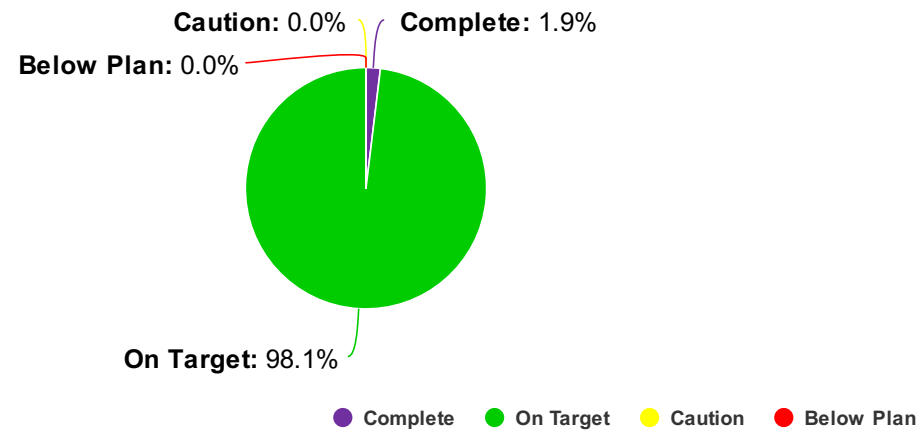
Growing our Economy - Progress



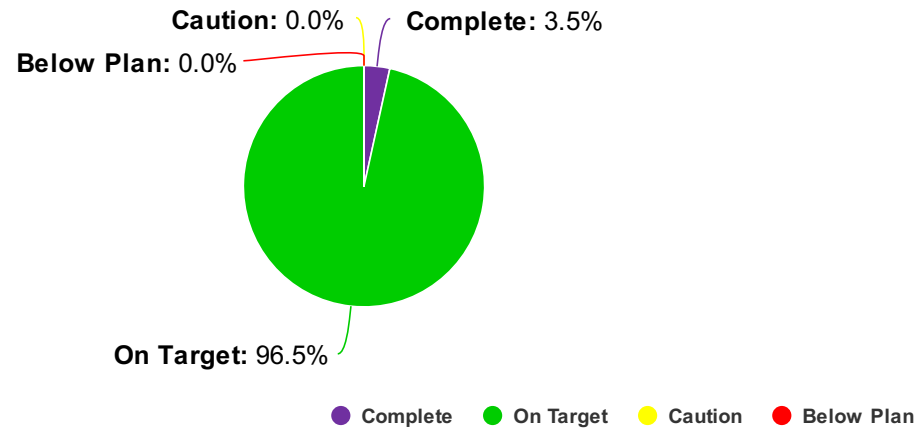
Creating a Safe London for Women and Girls - Progress



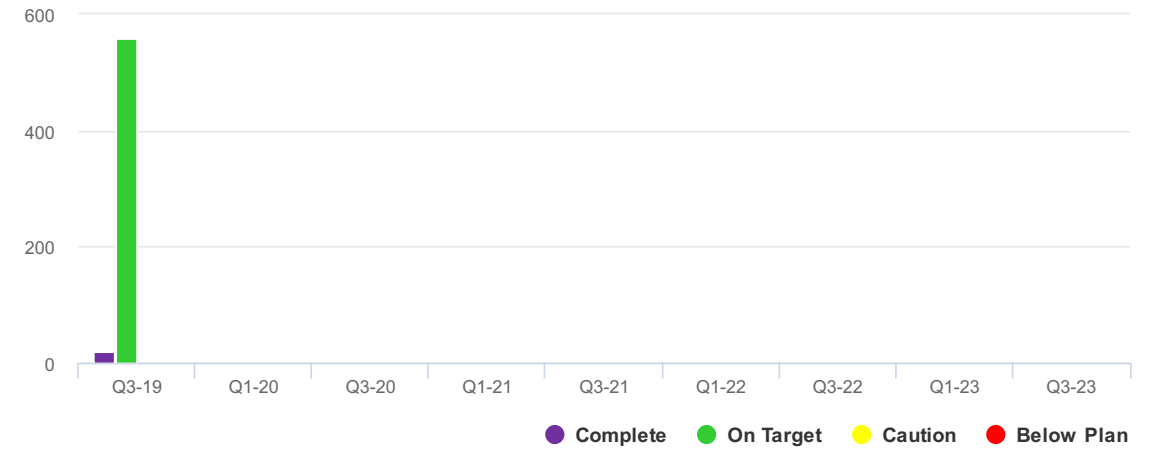
Leading in Public Service - Progress



Strategic Plan - Results



Progression over time



Metric Data

Period	Status	Complete	On Target	Caution	Below Plan
Q3-19	Not Defined	20	559	0	0
Q1-20	Not Defined	0	0	0	0
Q3-20	Not Defined	0	0	0	0
Q1-21	Not Defined	0	0	0	0
Q3-21	Not Defined	0	0	0	0
Q1-22	Not Defined	0	0	0	0
Q3-22	Not Defined	0	0	0	0
Q1-23	Not Defined	0	0	0	0
Q3-23	Not Defined	0	0	0	0

Introduction

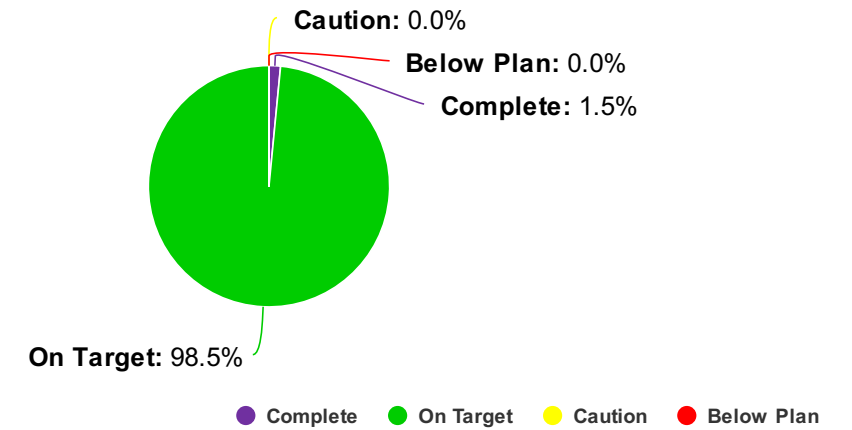
STRENGTHENING our Community

OUTCOMES:

- Londoners have access to the supports they need to be successful.
- Londoners are engaged and have a sense of belonging in their neighbourhoods and community.
- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.
- London's neighbourhoods have a strong character and sense of place.



Strengthening our Community - Progress



Status Definitions

- ✓ **Complete:** Action is done
- ↑ **On Target:**
 - Action is ongoing or is completed annually
 - Action is in progress and is on target to be complete by target end date
 - Action is not yet started but is on target to be complete by target end date
- **Caution:**
 - Action is delayed by 1 quarter
 - Action is in progress or not yet started, and is flagged as possibly not being completed by target end date
- ↓ **Below Plan:** Action is delayed by 2 quarters or more

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
Londoners have access to the supports they need to be successful.	<p>— Increase affordable and quality housing options</p>	<p>— Establish and revitalize community housing through a Regeneration Plan.</p>	<p>↑ Develop and implement LMCH's Community Development and Tenant Engagement Strategy</p>	<ul style="list-style-type: none"> LMCH 	12/31/23	<ul style="list-style-type: none"> LMCH has drafted a Community Development and Tenant Engagement Strategy based on the Asset Based Community Development approach. The model asserts that physiological needs and safety need to be met in order for people to have the opportunity to fully engage and participate in the community. As a community housing provider, LMCH wants to ensure that they are anticipating meeting these needs and that their interactions with tenants engage them and are relationally motivated with a focus on identifying and building upon the assets of individuals as they join our communities. 	
			<p>↑ Develop and implement LMCH's Regeneration Strategy</p>	<ul style="list-style-type: none"> LMCH 	12/31/23	<ul style="list-style-type: none"> LMCH continues to work with HDC and Housing Services on regeneration with the goal to report back to Municipal Council in late 2019 or early 2020 to report on the defined priority sites for regeneration, as vetted by the LMCH Board, the Planning Table, and with input from Civic Administration experts to guide detailed site regeneration activities, conceptual options, and approaches to tenant engagement process. Council has approved the creation of a "Champions Table" to define the necessary municipal tools, resources, and provide multi-disciplinary expertise to support the working group to advance the next steps associated with the Regeneration Process. 	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Explore alternative corporate structures, including; Articles of Incorporation and Shareholder Declaration.</p>	<ul style="list-style-type: none"> LMCH 	6/30/20	<ul style="list-style-type: none"> In the recent Housing Services Review, KPMG recommends no changes to LMCH's governing documents, including its articles of incorporation, shareholder declaration and operating framework be undertaken in light of the performance issues identified. At the present time, KPMG suggests that the City support LMCH to focus on effectively executing on its core business prior to undertaking any expansion in activities. This direction was supported by Council. 	
		<p>— Increase supportive and specialized housing options for households experiencing chronic homelessness.</p>	<p>↑ Develop Coordinated Access System for individuals and families experiencing homelessness prioritizing individuals and families with the highest need to the most intensive resources.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23	<ul style="list-style-type: none"> Homeless Prevention (HP) is in the process of hiring a Manager to oversee the implementation of the coordinated access model. HP is participating in the Built for Zero initiative which will allow us to establish a quality By-Name List and allow the community of London to establish local priorities for housing individuals and families experiencing homelessness. Discussions with HSD are underway to determine what the coordinated access physical front door will look like and we will continue these discussions once a manager is in place. 	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Continue to fund service providers to administer Homeless Prevention Housing Allowances for individuals and families experiencing chronic homelessness to support moving from homelessness to housing stability.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23	<ul style="list-style-type: none"> 6 contracts for housing supplement delivery have been signed and are in place. The 6 Housing allowance agencies are: <ul style="list-style-type: none"> Project Home allocated \$80,000 Street Level Women At Risk Program allocated \$125,000 Mission Services allocated \$100,000 London CARES allocated \$145,518 carried over from 17/18 YOU Youth Mobile Team allocated \$40,000 It is expected that all Housing allowance funding will be expended by December 31, 2019. 	
			<p>↑ Partner strategically with key stakeholders to ensure that chronic homelessness is a priority for intake to supportive housing units.</p>	<ul style="list-style-type: none"> HSSDH HDC 	12/31/23	<p>Discussions with HDC and Housing proponents have led to 43 units being identified for homeless prevention use.</p> <ul style="list-style-type: none"> 10 units for veterans experiencing homelessness. 33 units available for supportive housing for people on the Homeless Prevention's By-Name List. 	
			<p>↑ Establish a regular cycle for specialized housing new unit development supporting one specialized build every two years.</p>	<ul style="list-style-type: none"> HDC 	12/31/23	HDC continues to work on a pilot/proof of concept plan for business case funding in 2020.	
			<p>↑ Invest through an annual contribution to a capital reserve to leverage other funding supporting new bi-annual development.</p>	<ul style="list-style-type: none"> HDC 	12/31/23	An initial project was able to be established in 2019 using an existing funded site at 356 Dundas St.	
		<p>Strengthen the support for individuals and families in need of affordable housing.</p>	<p>↑ Develop and implement New Housing Supplement Program to support individuals and families.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23		

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Develop and implement the Homeless Prevention and Housing Plan for London & Middlesex County. 	<ul style="list-style-type: none"> HSSDH HDC 	12/31/23	The Homeless Prevention and Housing 5 Year Strategic Plan update is scheduled to be completed by end of 2019 with implementation to begin in 2020.	
			<ul style="list-style-type: none"> Improve and implement LMCH's tenant survey. 	<ul style="list-style-type: none"> LMCH 	3/31/20	<ul style="list-style-type: none"> LMCH has been articulating the importance of involving their tenants and amplifying their voices in self advocacy, self-determination and collaborators in creating our communities through supported tenant engagement and community development activities. LMCH is piloting various community development projects and evaluating community partnerships, and most importantly of all, are listening to their tenants. In order to evaluate this work, LMCH has created and conducted a tenant survey in collaboration with the City of London Housing Services and Neighborhood Services. The results of the Tenant survey, including evaluating tenant experience from waitlist to being in LMCH is expected in October 2019. 	
			<ul style="list-style-type: none"> Complete LMCH's 2017-2020 Strategic Plan 	<ul style="list-style-type: none"> LMCH 	12/31/23	<ul style="list-style-type: none"> LMCH's 2017-2020 strategic plan is an ambitious plan to advance the organization's new mission, vision and reflecting our core values in everything we do. Staff have embraced our new modus operandi and are demonstrating to our tenants and our community that We CARE. Despite challenges and changing priorities and environment, we are pleased to state that 86% of the strategic objectives have been completed or are on target to be completed by 2021. 	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Envision and establish a new LMCH strategic plan.</p>	<ul style="list-style-type: none"> • LMCH 	12/31/20	<p>The current strategic plan for LMCH covers the period from 2017 to 2020. A review of LMCH's strategic plan is outlined as a priority item in the City of London's Housing Services Review Action Plan.</p>	
			<p>↑ Regular maintenance of facility/housing inventories for correspondence, inspection work, health hazard investigations, community collaborations. PHIs provide public health interventions for clients living in substandard living conditions or individuals who are at increased risk to adverse health outcomes at facilities where they are exposed. Interventions also include providing education and awareness, inspection and investigation work and assistance through collaboration, community referrals.</p>	<ul style="list-style-type: none"> • MLHU 	12/31/23	<p>Vulnerable occupancy response program - Health Unit is a partner agency in the support protocol. Part of the notification system for any incidents involving vulnerable occupancies and health hazards. Responded in timely fashion to all notifications this year.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		Utilize innovative regulations and investment to facilitate affordable housing development.	<ul style="list-style-type: none"> ↑ Affordable housing Community Improvement Plan completed. 	<ul style="list-style-type: none"> • City Planning • HDC 	12/31/21	On target to complete within time frame. Latest update report to Council on June 25, 2019.	
			<ul style="list-style-type: none"> ↑ Establish CIP fund for advancing new affordable housing. 	<ul style="list-style-type: none"> • City Planning • HDC 	3/31/21		
			<ul style="list-style-type: none"> ↑ Affordable Housing Development Toolkit completed. 	<ul style="list-style-type: none"> • City Planning 	12/31/20	On target to complete within time frame. Latest update report to Council on June 25, 2019.	
			<ul style="list-style-type: none"> ↑ Inclusionary Zoning By-law completed. 	<ul style="list-style-type: none"> • City Planning 	9/30/21	On target to complete within time frame. Detailed direction pending outcome of review of Bill 108 changes to the Planning Act.	
			<ul style="list-style-type: none"> ↑ Implement Closed School Strategy. 	<ul style="list-style-type: none"> • City Planning • HDC 	12/31/23	Four surplus school sites have been reviewed according to the Surplus School Site Evaluation and Acquisition Policy, with a response submitted by the Housing Development Corporation as Council's service manager for new affordable housing development at 1958 Duluth Crescent and 18 Elm Street. New housing that may include elements of affordability is also planned for 723 Lorne Avenue.	
			<ul style="list-style-type: none"> ↑ Analyze all available surplus school lands (and other similar government/strategic lands) for potential development, inclusive of affordable housing, in accordance with Council policy. 	<ul style="list-style-type: none"> • HDC 	12/31/20		
			<ul style="list-style-type: none"> ↑ Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands. 	<ul style="list-style-type: none"> • HDC 	12/31/20		

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<p>Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless</p>	<p>Create more purpose-built, sustainable, affordable housing stock in London.</p>	<p>↑ Increase affordable housing stock through the creation of new units in partnership with community partners and developers.</p>	<ul style="list-style-type: none"> HDC 	12/31/20	2 affordable housing projects have started in 2019 with a 3rd project approaching final development.	
<p>↑ Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City).</p>			<ul style="list-style-type: none"> HDC 	12/31/20			
		<p>Implement coordinated access to mental health and addictions services and supports.</p>	<p>↑ Continue to implement and monitor approaches aimed at housing stability for individuals and families experiencing chronic homelessness.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23	<ul style="list-style-type: none"> Work has been undertaken by the 6 housing first agencies, the 3 shelters and the outreach program to complete VI-SPDAT assessments for all individuals on the By-Name list, individuals living in shelter and those living rough or urban camping. Completion of these assessments will give the Homeless system a starting point to understand individuals' housing needs and will allow the allocation of resources to achieve housing stability for those individuals experiencing homelessness. 	
<p>↑ Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.</p>			<ul style="list-style-type: none"> HSSDH 	12/31/23			

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Implement a Coordinated Access System for individuals and families experiencing homelessness.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23	<ul style="list-style-type: none"> Homeless Prevention (HP) is in the process of hiring a Manager to oversee the implementation of the coordinated access model. HP is participating in the Built for Zero initiative which will allow us to establish a quality By-Name List and allow the community of London to establish local priorities for housing individuals and families experiencing homelessness. Discussions with HSD are underway to determine what the coordinated access physical front door will look like and we will continue these discussions once a manager is in place. 	
		<p>— Improve emergency shelter diversion and rapid re-housing practices.</p>	<p>↑ Implement strategies aimed at reducing chronic emergency shelter use. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23		
			<p>↑ Build upon and strengthen diversion and rapid re-housing practices. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23		
	<p>— Support improved access to mental health and addictions services</p>	<p>— Strengthen and support the mental health and addictions system.</p>	<p>↑ Implement the Community Mental Health and Addictions Strategy for London.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23		

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>Support training opportunities for health and other professionals about addiction, harm reduction, and injection drug use.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	Sexual Health Promotion staff are often asked to provide presentations to the community based on opioid crisis, naloxone, and the Consumption and Treatment Services (CTS) site.	
			<p>Provide opportunities for community members and organizations to learn about substance use, harm reduction, addictions and stigma around drug use.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	<p>MLHU "You Need to Know" cannabis campaign to increase awareness of cannabis health risks, ways to reduce risk, and laws regarding cannabis.</p> <p>Providing education sessions to community partners who work with people who inject drugs (PWID). The objective is share project/research about the benefits of cooking drugs before injecting and the potential barriers that PWID may have to cooking their hydromorphone (hydro) wash.</p>	
			<p>Advocate for and support cultural safety and trauma-informed care training to agencies and organizations.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	Advocate for cultural safety training at community tables, and engage in direct advocacy with select organizations.	
			<p>Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23		
			<p>Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	CTS site opened Feb 2018. There have been 22,378 visits and 137 overdose reversals.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>Provide a space for clients to connect with community services (e.g. housing supports, mental health, addiction services) and peer support services as requested.</p> <p>↑</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	CTS opened Feb 2018 and in-kind wrap-around supports from Addiction Services of Thames Valley, London InterCommunity Health Centre, MLHU Outreach, Southwest Ontario Aboriginal Health Access Centre, and peer support are provided in the aftercare space for clients to connect to community supports when they are ready.	
			<p>Provide referral to health and social services in the community as needed.</p> <p>↑</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	There have been 1,932 referrals to health and social services from the CTS Feb 2018-August 2019. There is also a caseload of approximately 120 clients attached to the MLHU Outreach Team which clients are linked with other outreach supports for regular engagement.	
			<p>Establish trusting relationships with clients.</p> <p>↑</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	Number of referrals from CTS to community supports/programs and number of clients the MLHU Outreach Team have engaged are due to trusting relationships with clients.	
			<p>Provide access to Naloxone.</p> <p>↑</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	There was an increased distribution seen in January to March of 2019 to 769 kits. The number of people reporting that they had administered a kit was 80 in that same quarter. There are 25 Community agencies, 4 police and fire depts. in Middlesex-London, and the London Health Sciences Centre who distribute and administer naloxone.	
			<p>Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment.</p> <p>↑</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	Clients can access harm reduction supplies through multiple sites (4 pharmacies, 10 fixed sites and the mobile van) and this program continues to expand.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Collaborate across service areas in the City of London and with community partners.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23	<p>Collaborative opportunities across City services continues to improve and outcomes achieved.</p> <ul style="list-style-type: none"> Relationships to Realty Services have led to 4 temporary housing opportunities for families experiencing homelessness. Houses purchased as part of the BRT project have been rented to Rotholme, the City's Family Homeless shelter to allow for the transition of families from the shelter into a transitional housing option until permanent housing is found. Partnerships with the Housing Services Division, Social Services Homelessness team have been improved and the Homelessness Prevention's By-Name List is now regularly shared. This sharing has allowed us to identify shared participants that has resulted in several individuals experiencing homelessness becoming housed. 	
			<p>↑ Maintain and strengthen collaborative efforts of Informed Response.</p>	<ul style="list-style-type: none"> HSSDH 	12/31/23		
			<p>↑ Strengthen partnership with Canadian Mental Health Association (CMHA).</p>	<ul style="list-style-type: none"> LPL 	12/31/23	<p>CMHA Wellness Centres services have expanded to twice weekly at Central Library, and have been implemented at 4 branch locations. Discussions with CMHA to develop next steps in program are ongoing.</p>	
			<p>↑ Continue partnerships with post secondary institutions and community service providers (e.g. London CARES).</p>	<ul style="list-style-type: none"> LPL 	12/31/23	<p>Collaborative meetings underway with community service providers and continued development of partnerships with post secondary institutions.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<p>Decrease the number of London residents experiencing poverty</p>	<p>Continue to support and develop collaborative approaches to end poverty.</p>	<p>Support programs and initiatives aimed at ending poverty such as London for All, London's Child and Youth Network, and Bridges Out of Poverty/Circles.</p>	<ul style="list-style-type: none"> HSSDH NCFS 	<p>12/31/23</p>	<p>London's Child and Youth Network continues to meet regularly to implement projects relating to breaking the cycle, reducing the impact, changing mindsets, and system change.</p> <p>As of May 2019, <i>London for All</i> has completed 52 projects and another 60 are in progress. The second year of implementation included more than 38 individuals identifying with lived or living experience in poverty directly involved as decision makers in <i>London for All</i>. The expertise of these individuals adds strength and resiliency to poverty reduction work and the co-creation of innovative solutions. The Child and Youth Network and London For All collaborated on a number of innovative solutions including:</p> <ul style="list-style-type: none"> Scaling up of the London Good Food Box Program, which is a neighbourhood-based program that provides fruits and vegetables at an affordable price. Expanding local no-cost dental programs for Londoners living in poverty. The SOHAC dental clinic and the Dental Outreach Community Services at Western University are currently providing dental care for low income Londoners. Forming a Financial Empowerment Committee to work with community partners to scale up the Community Volunteer Income Tax Program. <p>The Circles program continues to be offered through four separate circles in the community, including Canada's first Youth focused Circle.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Report London's poverty rate annually. 	<ul style="list-style-type: none"> HSSDH NCFS 	6/30/23	London's poverty rate will be reported annually in the May 2019-2023 Strategic Plan Performance Report.	
	<ul style="list-style-type: none"> Increase opportunities for individuals and families 	<ul style="list-style-type: none"> Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups. 	<ul style="list-style-type: none"> Reviews of reported sexual assaults. 	<ul style="list-style-type: none"> LPS 	12/31/23	During 2019, the LPS has been meeting on a quarterly basis with 6 external partners/organizations to review reported sexual assaults.	
<ul style="list-style-type: none"> Develop protocol for response to specific communities under specific circumstances. 			<ul style="list-style-type: none"> LPS 	12/31/21	One of the steps towards the development of a protocol is a new process which was implemented in Sept. 2019. This new process makes it mandatory in certain circumstances for officers to complete an online form which is queried on a daily basis and referred to Victim Services of Middlesex London (VSML). VSML will then contact the victim and work with the appropriate community partner, if needed, to ensure specific concerns are met.		
<ul style="list-style-type: none"> Deliver diversity and inclusion training to all members. 			<ul style="list-style-type: none"> LPS 	12/31/19	Diversity and Inclusion training is being rolled out to all members from July to December 2019. Training is focused on the Indigenous population and is being delivered by Atlohsa staff.		
		<ul style="list-style-type: none"> Fund and partner with the London Public Library to increase opportunities for people to access the services they need. 	<ul style="list-style-type: none"> Increase targeted purchasing to reduce wait times for high demand materials. 	<ul style="list-style-type: none"> LPL 	12/31/23	Have reduced wait times (decrease in holds ratio) and increased circulation by 5.58% in the second quarter of 2019 when compared to the same quarter in 2018.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Advocate in partnership with the Canadian Urban Libraries Council (CULC) for competitive market pricing on e-resources.</p>	<ul style="list-style-type: none"> LPL 	12/31/23	On September 26, 2019 the London Public Library Board approved a recommendation for Library staff to seek support from all federal candidates as part of this nation-wide initiative. Letters have been sent and several discussions have been scheduled. Seeking Board recommendation to request a motion from London City Council in support of CULC's campaign.	
			<p>↑ Strengthen and expand partnerships with First Nations and Indigenous service partners.</p>	<ul style="list-style-type: none"> LPL 	12/31/23	Programming with First Nations and Indigenous service partners is ongoing. Hosting a Truth & Reconciliation Speaker Series, aiming to strengthen relationships, deepen understanding and prompt action towards reconciliation and resolution of critical Indigenous and Canadian issues. Each presentation will include a speaker and a response to the speaker by local knowledge keepers, or a panel of speakers, refreshments, and the opportunity for continued dialogue.	
			<p>↑ Increase materials in the collection that reflect Indigenous knowledge and culture.</p>	<ul style="list-style-type: none"> LPL 	12/31/23	Continued purchase of materials reflective of Indigenous knowledge and culture. Materials include decolonizing subject headings; spotlighting Indigenous titles, authors, and issues.	
			<p>↑ Continue to offer relevant programs in partnership with First Nations.</p>	<ul style="list-style-type: none"> LPL 	12/31/23	<p>Ongoing programming with First Nations and Indigenous service partners. Highlights include:</p> <ul style="list-style-type: none"> Truth & Reconciliation Speaker Series Orange Shirt Day Indigenous History Month 	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Improve access to licensed child care and early years opportunities.</p>	<p>Implement the London-Middlesex Child Care and Early Years Service System Plan 2019 - 2023.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	<p>The 2019-2023 London-Middlesex Child Care and Early Years Service System Plan was approved by City Council in June, 2019. The Plan was developed through extensive engagement with families, service providers and community partners and included feedback from 1,730 parents and caregivers. Implementation planning is underway and all 2019 actions included in the plan are on target to be completed.</p> <p>In 2019, a Recruitment and Retention of Registered Early Childhood Educators (RECEs) Campaign was launched by the Licensed Child Care Network to help address the demand for qualified RECEs within the community. In 2018 and 2019, a Community Connector Curriculum was designed and delivered to the Licensed Child Care Sector to help connect families to the services they need in a supportive way. Both of these initiatives were supported by funding from the Province of Ontario.</p>	
			<p>Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	<p>Annual progress towards implementing the 2019-2023 London-Middlesex Child Care and Early Years Service System Plan will be shared with Londoners in Q4 2020.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</p>	<p>↑ Implement London's Child and Youth Agenda 2017 - 2021.</p>	<ul style="list-style-type: none"> NCFS 	12/31/21	<p>All 2019 Child and Youth Agenda activities are on target for completion by the end of the year, with 2020 activity planning currently in progress. Highlights include:</p> <ul style="list-style-type: none"> The Ending Poverty Priority continues to implement London's Good Food Box project, distributing approximately 350 boxes each month across 13 host sites in priority neighbourhoods. The Literacy Priority continues to implement Baby's Book Bag across London, providing meaningful literacy-rich information and messages about the importance of literacy to approximately 1200 families in 2019. The Healthy Eating Healthy Physical Activity Priority continues to implement the Grade 5 ACT-i-Pass program, with over 1700 students registered to access free recreational programming from eight service providers for the 2019/2020 school year. The Family-Centred Service System (FCSS) Priority continues to work towards creating a high-performing service system for children, youth, and families; currently, the Governance table has divided into 6 subcommittees to update key documents that guide the local service system. Planning for the opening of an additional two Family Centres continues, with one Family Centre planned in the Carling Planning District and London's first Indigenous-led Family Centre planned in the Central Planning District. This will bring the total number of Family Centres in London to 9. 	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Implement the Age Friendly London Action Plan 2017 - 2020.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/20	<p>The Age Friendly London Network completed Year 2 implementation in June 2019. Highlights of accomplishments include:</p> <ul style="list-style-type: none"> • 20 new benches installed in parks, based on group recommendations • Created “Ease into Leisure” kits of assistive devices for recreation, in partnership with London Public Library • Secured grant funding to implement the Age Friendly Leisure Buddy Program, which pairs vulnerable or isolated older adults with volunteer “Buddies” <p>In Year 2, the eight Working Groups held over 120 meetings and volunteered over 12,000 hours. The Network connected with approximately 1,000 older adults and service providers through over 20 presentations and seniors’ events and shared information with 400 older adults and 50 organizations at the annual Age Friendly London Conference.</p>	
			<p>↑ Evaluate Child and Youth Agenda 2017 - 2021 and the Age Friendly London Action Plan 2017 - 2020.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/21	<p>Planning for the evaluation of the Child and Youth Agenda and Age Friendly London Action Plan is underway and on target to be completed in 2021.</p>	
			<p>↑ Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/22	<p>Strategies to support children, youth, families and older adults will be identified in collaboration with partners and stakeholders after the evaluation is complete.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	Strategies to support children, youth, families and older adults will be identified and implemented in collaboration with partners and stakeholders after the evaluation is complete.	
			<p>↑ Continue participation in the Age Friendly Network and its initiatives.</p>	<ul style="list-style-type: none"> • LPL 	12/31/23	Launch of "Ease into Leisure" program has been well received by the community.	
			<p>↑ Continue participation in Seniors satellite programs.</p>	<ul style="list-style-type: none"> • LPL 	12/31/23	Ongoing efforts with the City to promote and increase attendance at Seniors satellite programs including promotion through the London Public Library's Access magazine.	
			<p>↑ Continue participation in the Child & Youth Network (CYN) and its initiatives.</p>	<ul style="list-style-type: none"> • LPL 	12/31/23	LPL staff continue to lead the Literacy Priority and support and provide programming at Family Centres.	
			<p>↑ Expand STEM programming system wide.</p>	<ul style="list-style-type: none"> • LPL 	12/31/23	Implementing 3D printing system wide which support school curriculum in the areas of science and technology.	
		<p>— Increase programming and activities for residents and families at Dearness Home.</p>	<p>↑ Conduct enhancements to programming space.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/21	The Dearness Home continues to focus on developing the necessary capital improvement plans to enhance programming space.	
			<p>↑ Deliver a multitude of programming and events to engage and mobilize residents and their families.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/23	A variety of programming is offered to residents of Dearness that provides an inclusive and diverse way of maintaining recreational activity and social inclusion.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	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.	<ul style="list-style-type: none"> Install additional and update existing equipment to count pathway users. 	<ul style="list-style-type: none"> P&R 	12/31/23	Current pathway use counters have been upgraded.	
<ul style="list-style-type: none"> Construct new pathways in new geographic areas and continue to maintain existing infrastructure. 			<ul style="list-style-type: none"> P&R 	12/31/23	Walking and cycling are the number 1 and 3 recreational activities of Londoners. As the city grows, new pathways are being constructed to service new residents - 5 km added in 2019.		
<ul style="list-style-type: none"> Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs. 			<ul style="list-style-type: none"> P&R City Planning 	12/31/23	Hiking in natural areas is the number 2 recreational activity of Londoners. As the city grows, new trails are being installed to service new residents - 1.2km added in 2019.		
<ul style="list-style-type: none"> Complete Byron Valley Trail. 			<ul style="list-style-type: none"> City Planning 	12/31/21			
<ul style="list-style-type: none"> Implement Conservation and Restoration Master Plans. 			<ul style="list-style-type: none"> City Planning 	12/31/23	To date the majority of recommendations have been implemented in seven conservation master plans across the City.		
<ul style="list-style-type: none"> Complete construction of the North Branch Gap and complete the EA for the Main Branch link- Springbank to Riverbend. 			<ul style="list-style-type: none"> P&R 	12/31/21	Construction of the North Branch project began in July 2019. Construction completion anticipated fall 2020.		
		Create programs and exhibitions to foster health and well-being.	<ul style="list-style-type: none"> Continue to emphasize physical activity and physical literacy for residents of all ages and abilities through program opportunities. 	<ul style="list-style-type: none"> NCFS 	12/31/23	In 2019, physical literacy enhancements including decals, activity prompts, and book nook spaces (with bookshelves, seating areas and books) were added to the Kinsmen Recreation Centre and the Byron Optimist Community Centre.	
<ul style="list-style-type: none"> Expand staff training in regards to promoting recreation benefits and mental health. 			<ul style="list-style-type: none"> NCFS 	12/31/23	In 2019, training for the children's recreation program staff focused on the High Five Principles of Healthy Child Development. 250 staff were trained.		

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan. 	<ul style="list-style-type: none"> • NCFS 	12/31/23	Five new nature programs were introduced in 2019 including: the Garden Planter Fall Arrangement Workshop, the Garden Planter Herb Workshop, Adult Hiking, Seniors Nature Walk, and Outdoor Yoga.	
		<ul style="list-style-type: none"> — Deliver health protection and promotion programs guided by population health surveillance. 	<ul style="list-style-type: none"> ↑ Surveillance, inspection, investigation, education, enforcement and reporting requirements with respect to infection prevention and control (IPAC). 	<ul style="list-style-type: none"> • MLHU 	12/31/23	Have completed 16 IPAC inspections/investigations to date which have resulted in 6 IPAC lapse disclosures and 8 Section 13 orders being issued to date.	
			<ul style="list-style-type: none"> ↑ Immunization clinics at MLHU offices and school based clinics. 	<ul style="list-style-type: none"> • MLHU 	12/31/23	<p>Two Immunization clinics offered weekly at 50 King Street and one clinic a month at the Strathroy location with a particular focus on individuals with no family doctor and children aged 0-18.</p> <p>All Grade seven students also have the opportunity to receive three types of immunizations in school for protection against Hepatitis B, Meningococcal ACYW-135, and Human Papillomavirus (HPV).</p>	
			<ul style="list-style-type: none"> ↑ • Surveillance • Awareness, Education and Training • Risk Assessment and Inspection of food premises • Complaint and outbreak investigation • Food Recall • DineSafe Disclosure • Enforcement 	<ul style="list-style-type: none"> • MLHU 	12/31/23	Risk assessments completed annually.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Inspections and enforcement of the Smoke-Free Ontario Act.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	<p>Two rounds of Youth Access Inspections completed at 100% of tobacco retailers (285). Target is achieved.</p> <p>44% (target of 100%) of tobacco retailers have had annual inspection to review display, promotion and handling requirements.</p> <p>218 e-cigarette vendors have been inspected for a youth access check; efforts are underway to identify all vendors. The target is to complete two rounds of youth access inspections of each vendor by year-end.</p> <p>996 inspections conducted of workplaces/public places; 131 inspections conducted of bars, restaurants, patios and special events; resulting in 53 charges and 451 warnings for workplaces, public places, and vendor-related infractions.</p> <p>Current enforcement capacity is strained due to increased mandate under the Smoke Free Ontario Act (SFOA), 2017 (inclusion of vaping and cannabis use, increased inspection mandate for e-cigarette vendors).</p>	
			<p>↑ Home visiting for women in the prenatal through to school entry period.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23		
Londoners are engaged and have a sense of belonging in their neighbourhoods and community.	<p>— Increase the number of residents who feel welcomed and included</p>	<p>— Create inclusive engagement opportunities for Londoners.</p>	<p>↑ Recruit volunteers to lead the CDIS implementation process.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	Over 130 Londoners applied to be part of the Community Diversity and Inclusion Strategy (CDIS) implementation efforts.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Work with volunteers and community partners to implement the CDIS. 	<ul style="list-style-type: none"> NCFS 	12/31/23	Over 100 volunteers have participated in CDIS meetings this year. 2019 has been focused on building the foundation for the implementation of CDIS. 5 community chairs were elected by their peers to lead each of the priority working groups. Work plan development is underway.	
			<ul style="list-style-type: none"> Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners. 	<ul style="list-style-type: none"> NCFS 	12/31/23		
			<ul style="list-style-type: none"> Host and promote events (in-person and online) that celebrate diversity and foster relationships between newcomers and the receiving community. 	<ul style="list-style-type: none"> HSSDH 	12/31/23	Hosted first annual Newcomer Day, October 10, 2019.	
			<ul style="list-style-type: none"> Report annually on the retention of newcomers to London. 	<ul style="list-style-type: none"> HSSDH 	12/31/23		
		Strengthen understanding of and ability to engage in practices that promote cultural safety.	<ul style="list-style-type: none"> Implementation of reconciliation plan. 	<ul style="list-style-type: none"> MLHU 	12/31/23	Reconciliation work group formed, currently addressing numerous recommendations from the plan that are at various levels of completion.	
			<ul style="list-style-type: none"> Health equity staff capacity building. 	<ul style="list-style-type: none"> MLHU 	12/31/23	Ongoing health equity, and cultural safety education for MLHU employees, 3 Indigenous wellness events, Orange Shirt Day, health considerations incorporated into development of Electronic Client Record (ECR).	
			<ul style="list-style-type: none"> Deliver training sessions - Intercultural Competency Program to City of London Employees. 	<ul style="list-style-type: none"> CMO 	12/31/23	90% of managers have completed phase 1 of training.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Liaise with ABCs to receive information regarding participants in training program. 	<ul style="list-style-type: none"> • CMO 	12/31/23		
	<ul style="list-style-type: none"> — Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community 	<ul style="list-style-type: none"> — Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods. 	<ul style="list-style-type: none"> ↑ Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program. 	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Mapped under-represented areas of participation and provided more pop ups, flyers and targeted promotion to these neighbourhoods.</p> <p>Hired 5 Cultural Connectors for targeted neighbourhood and cultural engagement. Cultural connectors engaged with residents and community groups at a number of different events including movie nights, community events, and through the Neighbourhood Decision Making events. In their first month, Cultural Connectors engaged 1300 Londoners and attended 25 events. Connectors supported social media messaging, worked with multi-cultural media outlets, helped interpret documents, and helped residents communicate their ideas to City staff. Currently the cultural connectors speak Arabic, Hindu, Spanish and Mandarin.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Continued to support resident leaders in the London Strengthening Neighbourhoods Strategy (LSNS) actions that are implemented annually. In 2019:</p> <ul style="list-style-type: none"> • Worked with a resident committee to host the "Place Matters" Conference for neighbourhood leaders with over 100 Londoners in attendance • Completed the Welcome Kit Tool • Held 35 movie nights in London parks with 3215 residents in attendance • Supported 2 new Neighbourhood Associations (University Heights and Huron Heights) 	
			<p>↑ Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Targeted engagement strategies included:</p> <ul style="list-style-type: none"> • Developing engagement committees • Hiring Cultural Connectors • Translating promotional materials • Delivering pop up events in neighbourhoods with previously low participation • Circulating promotional information to Ontario Works participants • Posting ads on LTC busses 	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Continued to support resident leaders in the London Strengthening Neighbourhoods Strategy (LSNS) actions that are implemented annually. In 2019:</p> <ul style="list-style-type: none"> • Worked with a resident committee to host the "Place Matters" Conference for neighbourhood leaders with over 100 Londoners in attendance • Completed the Welcome Kit Tool • Held 35 movie nights in London parks with 3215 residents in attendance • Supported 2 new Neighbourhood Associations (University Heights and Huron Heights) 	
			<p>↑ Implement City Planning Education and Outreach Strategy.</p>	<ul style="list-style-type: none"> • City Planning 	12/31/23	<p>City Planning has held 45 community engagement events to date in 2019 at a variety of locations throughout the city. Some unique venues have included neighbourhood movie nights, farmers markets, in Masonville Mall and in Victoria Park for summer festivals. Staff have used virtual reality to engage the public. The largest City Planning event this year was a panel discussion with Chief Planners from mid-sized Ontario cities that attracted approximately 250 people.</p>	
			<p>↑ Create an engagement framework to better serve residents living in new neighbourhoods.</p>	<ul style="list-style-type: none"> • DCS 	12/31/20	<p>Pilot locations for engagement sessions for the remainder of 2019 have been identified and are being organized. Experience from these sessions will inform the engagement framework.</p>	
			<p>↑ Implement the engagement framework to better serve residents living in new neighbourhoods.</p>	<ul style="list-style-type: none"> • DCS 	12/31/23		

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Support neighbourhood festivals, cultural events, and activities across the city.</p>	<p>↑ Maintain support to activities with NeighbourGood resources.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Continued to provide support to residents to achieve more neighbourhood activities. Supported the development of a number of resources including:</p> <ul style="list-style-type: none"> • Welcome Kit for Neighbourhood Associations and Business Associations • How to Host a Neighbourhood Street Party Guide (currently being finalized) • A Guide to Celebrating your Neighbourhood Identity • The Inclusive Neighbourhoods Resource 	
			<p>↑ Create opportunities for new neighbourhoods to participate.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Movie nights were promoted through the NeighbourGood newsletter, the Movie Night webpage and through the Neighbourhood Event Team visiting neighbourhood events. A number of movie night spots were reserved for groups who were new and may have learned about the movie night program after the regular application due date. Preference was given to groups overall who had never held a movie night. In 2019, 12 out of 35 movie nights were hosted in new sites/parks.</p>	
			<p>↑ Maintain support to events with NeighbourGood resources.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Expanded equipment and support available through the lending program including: 20 new outdoor games, and a new user friendly booking system that tracks and communicates with the borrower. Supported a total of 82 local neighbourhood events with equipment including chairs, tables, tents, and large outdoor games.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>Expand NeighbourGood with new tools that support Neighbourhood activities.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	<p>Continued to provide support to residents to achieve more neighbourhood activities. Supported the development of a number of resources including:</p> <ul style="list-style-type: none"> Welcome Kit for Neighbourhood Associations and Business Associations How to Host a Neighbourhood Street Party Guide (currently being finalized) A Guide to Celebrating your Neighbourhood Identity The Inclusive Neighbourhoods Resource 	
			<p>Allocate municipal funding through programs such as the London Community Grants Program and the Neighbourhood Small Events Fund to advance priorities outlined in the Strategic Plan for the City of London.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	<p>In 2019, the London Community Grants Program received 71 applications to the 2020 - 2023 multi-year granting stream with requests totaling \$27.5M, and 26 applications to the innovation and capital granting stream with requests totaling \$4.3M.</p> <p>The total 2020-2023 multi-year allocation was \$9.3M, while the total innovation and capital allocation was \$496,000 for 2020.</p> <p>The Neighbourhood Small Event Fund of \$20,000 was expended by July 22, 2019, providing funding to 53 small events.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Continued to support resident leaders in the London Strengthening Neighbourhoods Strategy (LSNS) actions that are implemented annually. In 2019:</p> <ul style="list-style-type: none"> • Worked with a resident committee to host the "Place Matters" Conference for neighbourhood leaders with over 100 Londoners in attendance • Completed the Welcome Kit Tool • Held 35 movie nights in London parks with 3215 residents in attendance • Supported 2 new Neighbourhood Associations (University Heights and Huron Heights) 	
			<p>↑ Work with special event operators to provide a safe and inclusive experience for Londoners.</p>	<ul style="list-style-type: none"> • P&R 	12/31/23	<p>Worked with the Accessibility Advisory Committee in 2019 to make improvements to the Special Event Guide: "How to Plan Outdoor Accessible Events". Educated Special Event Operators on revised content and expectations.</p>	
			<p>↑ Continue the streamlining of processes and procedures for Special Event requests.</p>	<ul style="list-style-type: none"> • P&R 	6/30/21		
			<p>↑ Create relationships with festival coordinators to retain annual commitment of festivals.</p>	<ul style="list-style-type: none"> • Covent Garden Market 	12/31/23	<p>Successful relationship building with festival coordinators resulted in 6 festivals being held at the Covent Garden Market in 2019.</p>	
			<p>↑ Continue to provide space and promote events that meet community needs.</p>	<ul style="list-style-type: none"> • Western Fair 	12/31/23		

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office.</p>	<ul style="list-style-type: none"> • P&R • City Planning 	12/31/23	The London Business of Music Committee assists with the oversight of the implementation of the London Music Strategy and is supportive of London's music community and focused on fostering new music related business opportunities.	
			<p>↑ Implement the Music, Entertainment, and Culture Districts Strategy.</p>	<ul style="list-style-type: none"> • City Planning 	12/31/23	Implementation of the Culture Districts Strategy is on track for target end dates.	
		<p>— Expand Social Services client feedback and participation in service delivery design in their community.</p>	<p>↑ Track and incorporate participant feedback into service delivery design.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/23	The Ontario Works team is gathering input directly from clients to help understand the effects of program changes as a result of the Province's Social Assistance reform plans.	
			<p>↑ Conduct site specific and demographic client focus groups.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/23	Ontario Works clients are engaged to provide input on the ways in which services can be improved.	
		<p>— Implement programs and services that respond to neighbourhood recreation needs.</p>	<p>↑ Continue to expand program initiatives resulting from research and engagement at the neighbourhood-level.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	Increased program offerings primarily focused on physical activity and leadership in targeted neighbourhoods including Old East, Fox Hollow, and Cedar Hollow.	
			<p>↑ Increase resident awareness and marketing of recreation opportunities and information.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	Improved Recreation webpages by adding photos and amenity listings.	
		<p>— Promote and invest in urban agriculture initiatives.</p>	<p>↑ Implement Urban Agriculture Strategy.</p>	<ul style="list-style-type: none"> • City Planning 	12/31/23	Zoning By-law amendment to permit farm gate sales in process.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<p>Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue</p>	<p>Create opportunities for regular dialogue with post-secondary institutional partners.</p>	<p>Explore opportunities for increased dialogue with post-secondary institutional partners.</p>	<ul style="list-style-type: none"> • CMO 	<p>9/30/20</p>		
<p>Strengthen relationships with post-secondary institutional partners.</p>			<ul style="list-style-type: none"> • CMO 	<p>12/31/23</p>	<p>Pilot training program - supported Fanshawe's bid to open a new pilot training program, which was announced September 13.</p>		
<p>Identify shared strategic priorities and implement shared initiatives and advocacy.</p>			<ul style="list-style-type: none"> • CMO 	<p>12/31/23</p>	<p>Pilot training program - supported Fanshawe's bid to open a new pilot training program, which was announced September 13.</p>		
<p>Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.</p>	<p>Continue to invest in culture</p>	<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>Maintain planning and executing art and material culture exhibitions with a focus on inclusivity and diversity regarding artist, content, and/or accompanying public programming.</p>	<ul style="list-style-type: none"> • Museum London 	<p>12/31/23</p>	<p>1. Difficult Terrain: Let's Talk about Prejudice exhibition of selected objects from permanent collection was featured on TVO https://www.tvo.org/current-af...</p> <p>2. Shame and Prejudice: A Story of Resilience blockbuster art and material culture exhibition by Cree artist Kent Monkman with sold-out public programming.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Develop exhibitions one to three years in advance, arrange selection or loans of art/material culture, gather oral histories or develop focus group, create responsive programming, and market via social media to engage new visitors and sustain stakeholder audiences.</p>	<ul style="list-style-type: none"> Museum London 	12/31/23	March-May 2019 Facebook campaign engaged new audiences with 51K impressions; sustain stakeholder audiences by running social media contests, special offers to e-blast subscribers, and strive for daily posts on our social media networks which reached 9K on Facebook, 10.2K on Twitter, 3.8K on Instagram on Sept 18, 2019.	
			<p>↑ Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming.</p>	<ul style="list-style-type: none"> Museum London 	12/31/23	<ol style="list-style-type: none"> London Community Foundation funded the Museum London Indigenous Legacy Project celebrating Indigenous culture programs such as birch bark beading workshop, Gi-bimosemin/Walk Together: Indigenous History Walk, and Heart-Berry Social: Indigenous Drumming and Dancing. Canada Life funded curriculum-based programming Making Art and Making Community led by Metis instructor for 159 students in "at risk" schools. 	
			<p>↑ Create and conduct history walking tours of London, produce experiential tourism programs as a Tourism London partner and continue to preserve, grow, exhibit and interpret heritage and art collections to tell the stories of Londoners.</p>	<ul style="list-style-type: none"> Museum London 	12/31/23	Two new London history summer walking tours offered in series of 14 sold out history walks. Permanent art exhibition of 19th - 21st century collection showcasing London and area artists installed; at planning stage for 2020 permanent material culture exhibition of artifacts from 13,000 BCE to 21st century showcasing London and area history.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Improve meaningful visitor experience of self-discovery at Museum London through external feedback via community focus groups and individual oral histories for exhibition and program content input; maintain ongoing on-site surveys for education and public programming, online annual volunteer survey; and create annual online visitor survey and conduct annual on-site visitor survey.</p>	<ul style="list-style-type: none"> Museum London 	12/31/23	A visible minority focus group provided feedback for the exhibition Difficult Terrain: Let's Talk about Prejudice; two oral histories have been completed with potentially more for 2020 permanent material culture exhibition; September launch of e-mail and on-site visitor survey https://forms.gle/eYSK3ExQpEii...	
		<p>— Engage Londoners in culture to increase community vibrancy and awareness.</p>	<p>↑ Continue to fund the Community Arts Investment Program (CAIP).</p>	<ul style="list-style-type: none"> P&R 	12/31/23	66 applications funded in 2019.	
			<p>↑ Continue to fund the Community Heritage Investment Program (CHIP).</p>	<ul style="list-style-type: none"> P&R 	12/31/23	9 applications funded in 2019 totaling \$76,300.	
		<p>— Invest in Dundas Place.</p>	<p>↑ Work with partners to animate, activate and program Dundas Place.</p>	<ul style="list-style-type: none"> P&R 	12/31/23	7 events held on the first two sections of Dundas Place. A report to Council on next steps for Dundas Place activation will occur by Q1, 2020.	
			<p>↑ Market Dundas Place to attract dynamic events that engage Londoners.</p>	<ul style="list-style-type: none"> P&R 	12/31/23	Continued to conduct marketing through social media channels.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.</p>	<p>↑ Protect and conserve the historical assets of Eldon House to ensure the longevity of the museum's unique resources.</p>	<ul style="list-style-type: none"> Eldon House 	12/31/23	Artifact and Collection Management systems enhanced in 2019, annual preventative and professional conservation projects nearing completion and additional security measures put into place.	
			<p>↑ Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public.</p>	<ul style="list-style-type: none"> Eldon House 	12/31/23	37 public programmes and special events have been hosted by Eldon House, gaining a diverse demographic of museum visitors.	
			<p>↑ Build the capabilities to deliver relevant and focused engagement with the community.</p>	<ul style="list-style-type: none"> Eldon House 	12/31/23	Five external grants secured from provincial and federal sources specific to outreach and programming initiatives in 2019. Number of physical and online feedback surveys and community partnerships expanded.	
	<p>↑ Increase participation in recreation, sport, and leisure activities</p>	<p>Remove barriers to access recreation, sport, leisure, and leadership programs and services.</p>	<p>↑ Increase awareness of Londoners about the availability of financial assistance to participate in recreation, sport and leisure opportunities.</p>	<ul style="list-style-type: none"> P&R 	12/31/23	Promoted the Play Your Way subsidy program at various community events (Age Friendly Conference, Neighbourhood Service Days, etc) and to various stakeholders (ODSP Caseworker group, OW Teams, Childcare Teams) so they are better able to educate their customers on the benefits of the program.	
			<p>↑ Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs.</p>	<ul style="list-style-type: none"> P&R NCFS 	12/31/23	Offered 30 sponsored swim and skates. Launched 4 new program sites in 2019 including Summer Playground programs at Riverbend Park, Sir Arthur Currie Public School, and Cedar Hollow Public School and a sports drop-in at Byron Community Centre.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Continue to support affordable community garden plot options for low income Londoners. 	<ul style="list-style-type: none"> NCFS 	12/31/23	Garden plots continue to be rented on a geared-to-income basis, with rental fees ranging from \$15 - \$40 for a plot of approximately 200-400 square feet for the season.	
			<ul style="list-style-type: none"> Improve accessibility at gardens identified by the community. 	<ul style="list-style-type: none"> NCFS 	12/31/23	<p>Added a number of accessibility features to community gardens including:</p> <ul style="list-style-type: none"> Thames Park pathway and two accessible plots Accessible water taps at Thames and Proudfoot Accessible parking spaces at Carling Heights and Ann Street 	
			<ul style="list-style-type: none"> Install fully accessible play area surfacing at district parks when structures are being replaced. 	<ul style="list-style-type: none"> P&R 	12/31/23	A new playground with accessible surfacing has been installed in East Lions Park. Other projects rely on Business Case funding.	
			<ul style="list-style-type: none"> Connect with Spanish, Arabic and other communities; recruit tour guides who are bilingual; source Spanish, Arabic, and as needed, other translators for public tours; maintain school tours and public tours in English and French; maintain ESL tour program. 	<ul style="list-style-type: none"> Museum London 	12/31/23	Education and public programming for non-English speakers continues to be developed due to personnel changes with retirement of bilingual tour guides and with recent hire of new Head of Collections, Exhibitions and Programs who manages education and public programming staff.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Increase the number of recreation, sport, and leisure opportunities.</p>	<p>↑ Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>In 2019:</p> <ul style="list-style-type: none"> • New literacy elements were added at Kinsmen Recreation Community Centre and Byron Optimist Community Centre contributing to welcoming spaces where people can gather and connect. • Free menstrual products are now available at all Community Centres. • A hearing loop, which is a sound system used by people with hearing impairments, was added in the Kinsmen Recreation Community Centre computer lab to assist with accessibility. • New opportunities for newcomers to gather and connect (cooking program, conversation group) were added at Hamilton Road Seniors Centre and Community Centre. 	
			<p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	Improved City of London recreation webpages by adding photos and amenity listings.	
			<p>↑ Continue to construct new facilities as the city grows.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	Southeast Infrastructure application submitted to Community and Culture Recreation Grant Stream of the Investing in Canada Infrastructure Program.	
			<p>↑ Continue to leverage existing places and spaces to improve access to program delivery.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	<p>Increased the number of program sites that have multiple services including:</p> <ul style="list-style-type: none"> • maximizing space at Family Centres in order to offer both registered programs and drop-in programs; and, • adding sports drop-in programs at Byron Optimist Community Centre to complement existing registered programs. 	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	<p>Utilize the recreation program reminder emails as a marketing tool to update customers on important things happening or departmental changes (ie. upcoming registration dates, service disruptions, extended hour times and locations, new build updates and opportunities to participate in public feedback forums).</p> <p>Cycling marketing messaging at the bottom of receipts.</p> <p>Expanded use of the autocall system to keep customers up to date in real time about program changes, additions and modifications and to inform them of upcoming opportunities where permitted under provincial and federal legislation.</p> <p>Rebranding Spectrum Catalogue to Recreation Activity Guide to provide clarity for people searching for Recreation Programs.</p>	
			<p>↑ Expand the variety, frequency, location, and promotion of drop-in programs through the use of community centres, neighbourhood locations, and parks.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	<p>Added four new drop in programs in 2019 including: summer playground programs at Riverbend Park, Sir Arthur Currie Public School, and Cedar Hollow Public School as well as a sports drop in at Byron Community Centre.</p>	
			<p>↑ Expand the senior satellite service model in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood level.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<p>Applied for funding through the Ontario Seniors Community Grant Program to expand senior satellite locations in Medway.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Continue to implement the London Community Gardens Program Strategic Plan. 	<ul style="list-style-type: none"> NCFS P&R 	12/31/23	<p>Continued to implement the London Community Gardens Program Strategic Plan. Highlights in 2019 include:</p> <ul style="list-style-type: none"> Adding 5 bulletin boards with shelving and veggie boxes so gardeners can take or leave a veggie or tool Offering 2 Gardening 101 courses Offering 5 Gardening workshops Hosting 1 Garden tour 	
			<ul style="list-style-type: none"> Work with sport organizations to obtain and monitor the number of volunteers and the hours contributed to support the sport system. 	<ul style="list-style-type: none"> P&R 	12/31/23	<p>A process is being developed that would have sport organizations report out on number of volunteers and volunteer hours annually as part of the allocation process.</p>	
			<ul style="list-style-type: none"> Continue to monitor participant numbers in all sports to ensure facility provision meets demand. 	<ul style="list-style-type: none"> P&R 	12/31/23		
		<ul style="list-style-type: none"> Work with community partners to create a leading sustainable sport development model. 	<ul style="list-style-type: none"> Continue to increase access to sporting amenities on lands not owned by the City of London. 	<ul style="list-style-type: none"> P&R 	12/31/23	<p>Work with community partners such as school boards, Fanshawe College, and Western University to access existing and new recreation amenities for the community.</p>	
			<ul style="list-style-type: none"> Increase the number of formal agreements to provide further clarity on expectations for all parties involved in supporting positive sporting experiences. 	<ul style="list-style-type: none"> P&R 	12/31/23	<p>5 new agreements were created in 2019 that did not previously exist.</p>	
	<ul style="list-style-type: none"> Increase resident use of community gathering spaces 	<ul style="list-style-type: none"> Invest in community building projects. 	<ul style="list-style-type: none"> Construct new seating areas in parks. 	<ul style="list-style-type: none"> P&R 	12/31/23	<p>Formal seating areas have been implemented in Sherwood Forest Park, Mitches Park, Piccadilly Park, Victoria on the River Park, Vanderlinder Parkette in 2019.</p>	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Implement Neighbourhood CIPs. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Have issued 18 loans and 26 grants to date in 2019 through CIP incentive programs.	
			<ul style="list-style-type: none"> Implement Hamilton Road Tree Trunk Program. 	<ul style="list-style-type: none"> BIAs 	12/31/23	In time for the Junos, the Hamilton Road BIA added the 'Tree Trunk Trio' to the collection of carvings in their Tree Trunk tour.	
			<ul style="list-style-type: none"> Implement Closed School Strategy. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Four surplus school sites have been reviewed according to the Surplus School Site Evaluation and Acquisition Policy. Through this process new community gathering spaces will be created at 1958 Duluth Crescent, 18 Elm Street, 723 Lorne Avenue, and 7 Annadale Drive.	
			<ul style="list-style-type: none"> Continue to implement the London Community Gardens Program Strategic Plan. 	<ul style="list-style-type: none"> NCFS 	12/31/23	Continued to implement the London Community Gardens Program Strategic Plan. Highlights in 2019 include: <ul style="list-style-type: none"> Adding 5 bulletin boards with shelving and veggie boxes so gardeners can take or leave a veggie or tool Offering 2 Gardening 101 courses Offering 5 Gardening workshops Hosting 1 Garden tour 	
			<ul style="list-style-type: none"> Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas. 	<ul style="list-style-type: none"> P&R NCFS 	12/31/23	In 2019, Parks and Recreation submitted infrastructure applications to the Community, Culture and Recreation stream of the Investing in Canada Infrastructure Program to support a new Community Centre in the South East section of the city.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.</p>	<p>Review opportunities, and bring forward an associated business case as part of the Multi-year Budget Process, to provide public Wi-Fi in recreation facilities where there is a business and/or customer need and appropriate network connectivity is available or can be reasonably achieved.</p>	<ul style="list-style-type: none"> NCFS P&R 	12/31/23	Business Case has been submitted.	
	<p>Increase neighbourhood safety</p>	<p>Develop and implement a Community Safety and Well-Being Plan.</p>	<p>Establish a Multi-Sectoral Advisory Committee.</p>	<ul style="list-style-type: none"> CMO 	3/31/19	The Community Safety and Well Being Advisory committee is established and has been meeting monthly since May 2019. Representatives from education, health care, social services, law enforcement and the City of London sit on the committee.	
<p>Develop and finalize Community Safety and Well-Being Plan and Metrics.</p>			<ul style="list-style-type: none"> CMO 	12/31/20	Consultation with community stakeholders is underway and public consultation will occur in the 2020.		
<p>Publish and implement Community Safety and Well-Being Plan.</p>			<ul style="list-style-type: none"> CMO 	12/31/23			
<p>Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.</p>		<ul style="list-style-type: none"> CMO 	12/31/19	A plan is in the final stages of development and funding for this program is included in the 2020-2023 budget submission.			

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Deliver Training on the Program. 	<ul style="list-style-type: none"> • CMO 	12/31/23		
		<ul style="list-style-type: none"> — Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department. 	<ul style="list-style-type: none"> ↑ Enhance efficiency through deployment model improvements and latest technology. 	<ul style="list-style-type: none"> • NCFS 	12/31/23	The new records management software (ICO) went live with inspectors on October 1, 2019. The Deployment model is working well.	
			<ul style="list-style-type: none"> ↑ Create and improve public education strategies for targeted populations. 	<ul style="list-style-type: none"> • NCFS 	12/31/23	Continuing with focused messaging on buses, billboards and arenas as well as working with community partners. The 2019 recruit class all received the Public Educator National Fire Protection Association (NFPA) 1035 certification. Training of current staff will continue through 2023.	
		<ul style="list-style-type: none"> — Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement. 	<ul style="list-style-type: none"> ↑ Develop and implement traffic campaigns with emphasis on distracted, aggressive and impaired driving and lack of seatbelt use. 	<ul style="list-style-type: none"> • LPS 	12/31/19	2019 Traffic Management Unit Plan developed which included the following traffic initiatives that have been implemented: <ul style="list-style-type: none"> • April 19 to 22, 2019 Spring Seatbelt Campaign • May 14 to 20, 2019 National Road Safety Week • Oct. 11 to 14, 2019 Operation Impact 	
			<ul style="list-style-type: none"> ↑ Train Drug Recognition Experts. 	<ul style="list-style-type: none"> • LPS 	12/31/19	7 additional officers are scheduled to be trained as Drug Recognition Experts before end of 2019. 2 have been trained in Sept. 2019.	
			<ul style="list-style-type: none"> ↑ Train officers in Standardized Field Sobriety Testing. 	<ul style="list-style-type: none"> • LPS 	12/31/19	13 additional officers are scheduled to be trained in Standardized Field Sobriety Testing before end of 2019. 7 trained in Sept. 2019.	
			<ul style="list-style-type: none"> ↑ Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan. 	<ul style="list-style-type: none"> • LPS 	12/31/21	Meeting held in May 2019 re: Joint CMV inspection dates both inside and outside London to be released shortly. Media awareness (post/during event) discussed. Joint agency CMV event planned for Oct. 2019.	


Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.</p>	<p>↑ Implement contemporary policing model.</p>	<ul style="list-style-type: none"> LPS 	12/31/21		
			<p>↑ Deploy patrols based on analysis of calls for service, crime trends, criminal intelligence and community concerns.</p>	<ul style="list-style-type: none"> LPS 	12/31/21		
			<p>↑ Monitor regional crime trends to determine need to create Joint Forces Operations to address trends.</p>	<ul style="list-style-type: none"> LPS 	12/31/19		
		<p>Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.</p>	<p>↑ Develop and launch human trafficking awareness initiative/campaign.</p>	<ul style="list-style-type: none"> LPS 	3/31/20	Human Trafficking grant funding applied for through the Ministry of Attorney General (MAG) in September 2019. Awaiting MAG's review of funding application.	
			<p>↑ Develop and Implement Internet child exploitation education awareness campaign.</p>	<ul style="list-style-type: none"> LPS 	12/31/20		
			<p>↑ Develop and Implement presentations in high schools addressing Human Trafficking/Extremism.</p>	<ul style="list-style-type: none"> LPS 	9/30/20	The LPS continues to work with the school boards, and hope to have Human Trafficking programming in high schools for the 20-21 academic year.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>Expand the use/adoption of Crime Prevention Through Environmental Design (CPTED) principles through education and on-site visits to community members and the business community.</p>	<ul style="list-style-type: none"> LPS 	12/31/21		
			<p>Conduct safety audits in student housing neighbourhoods.</p>	<ul style="list-style-type: none"> LPS 	12/31/21	A Crime Prevention project with LPS Constables and Auxiliary members is expected to be implemented and completed during Nov. to Dec. 2019. This will include safety audits at student addresses.	
		<p>Improve emergency response through the development and implementation of the Fire Master Plan and new technology.</p>	<p>Develop and finalize Community Risk Assessment and Fire Master Plan.</p>	<ul style="list-style-type: none"> NCFS 	12/31/20		
			<p>Implement Community Risk Assessment and Fire Master Plan.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23		
		<p>Promote pedestrian safety and active transportation.</p>	<p>Active and Safe Routes to School (ASRTS) Committee, to promote active and safe school travel. As part of ASRTS partnership, support the wayfinding sign projects and bike rack installation projects. Continue to foster new partnerships that promote active school travel e.g. Canadian Cancer Society to pilot and evaluation Walking School Bus program.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	Bike Rack installation project complete. Wayfinding signs in progress.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>Review, provide recommendations to various land development applications/initiatives regarding healthy community design – Official Plans, Area Plans, Secondary Plans, Master Plans, EAs. Advocate for continued support for infrastructure that supports physical activity & active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support and implementation of healthy community design with planners/developers & public including school communities.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23	Ongoing receipt and review of land development applications and input as appropriate. MLHU input into Parks and Recreation Master Plan.	
London's neighbourhoods have a strong character and sense of place.	<p>Ensure that new development fits within and enhances its surrounding community</p>	<p>Prepare and implement urban design guidelines.</p>	<p>Implement Official Plan policies and urban design guidelines in the review of development proposals.</p>	<ul style="list-style-type: none"> DCS 	12/31/23	Development applications are being reviewed using The London Plan, '89 Official Plan and Placemaking Guidelines policies.	

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Complete City-wide Urban Design Guidelines. 	<ul style="list-style-type: none"> City Planning 	6/30/20	The draft of the City-wide Urban Design Guidelines has been developed in consultation with development stakeholders and internal City service areas. The draft guidelines will be out for public consultation by the end of 2019.	
			<ul style="list-style-type: none"> ↑ Complete Infill and Intensification Urban Design Guidelines. 	<ul style="list-style-type: none"> City Planning 	12/31/21	Infill and Intensification Guidelines are on track to be completed in 2021.	
			<ul style="list-style-type: none"> ↑ Complete Tall Building Urban Design Guidelines. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Tall Building Guidelines are on track to be completed in 2023.	
	<ul style="list-style-type: none"> Continue to conserve London's heritage properties and archaeological resources 	<ul style="list-style-type: none"> Conserve London's heritage through regulation and investment. 	<ul style="list-style-type: none"> ✓ Complete Heritage Places 2.0. 	<ul style="list-style-type: none"> City Planning 	12/31/20	Heritage Places 2.0 was approved by City Council on August 27, 2019.	
			<ul style="list-style-type: none"> ↑ Complete Municipally owned heritage buildings conservation master plan. 	<ul style="list-style-type: none"> City Planning 	12/31/20	On track, update report scheduled for Council in 2019.	
			<ul style="list-style-type: none"> ↑ Implement Municipally owned heritage buildings conservation master plan. 	<ul style="list-style-type: none"> City Planning 	12/31/23	To be implemented upon completion of Plan.	
			<ul style="list-style-type: none"> ↑ Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Implementation is on track for prescribed target dates.	
			<ul style="list-style-type: none"> ↑ Review alterations to heritage properties. 	<ul style="list-style-type: none"> City Planning 	12/31/23	77 Heritage Alteration Permits reviewed to date in 2019.	
			<ul style="list-style-type: none"> ↑ Complete Great Talbot HCD. 	<ul style="list-style-type: none"> City Planning 	12/31/23		

Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Complete Gibbons Park HCD. 	<ul style="list-style-type: none"> City Planning 	12/31/23		
			<ul style="list-style-type: none"> ✓ Update Municipal Register of Heritage Resources. 	<ul style="list-style-type: none"> City Planning 	12/31/24	Updated register presented to Council on July 30, 2019.	
			<ul style="list-style-type: none"> ↑ Conserve heritage properties through heritage designation. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Two designating By-laws approved to date in 2019.	
			<ul style="list-style-type: none"> ↑ Identify & conserve archeological resources through assessment. 	<ul style="list-style-type: none"> City Planning 	12/31/23	To date in 2019 archaeological assessments have been included in approximately 150 planning and development applications.	
			<ul style="list-style-type: none"> ↑ Update Archeological Mapping. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Archeological mapping is up to date.	
	<ul style="list-style-type: none"> ↑ Increase the number of community gathering spaces in neighbourhoods 	<ul style="list-style-type: none"> Invest in community building projects. 	<ul style="list-style-type: none"> ↑ Implement Closed School Strategy. 	<ul style="list-style-type: none"> P&R City Planning 	12/31/23	Four surplus school sites have been reviewed according to the Surplus School Site Evaluation and Acquisition Policy. Through this process new community gathering spaces will be created at 1958 Duluth Crescent, 18 Elm Street, 723 Lorne Avenue, and 7 Annadale Drive.	
			<ul style="list-style-type: none"> ↑ Continue to implement the London Community Gardens Program Strategic Plan. 	<ul style="list-style-type: none"> NCFS 	12/31/23	Continued to implement the London Community Gardens Program Strategic Plan. Highlights in 2019 include: <ul style="list-style-type: none"> Adding 5 bulletin boards with shelving and veggie boxes so gardeners can take or leave a veggie or tool Offering 2 Gardening 101 courses Offering 5 Gardening workshops Hosting 1 Garden tour 	

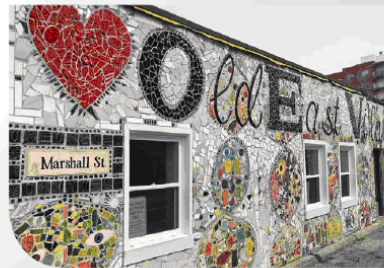
Outcome	Expected Result	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.</p> 	<ul style="list-style-type: none"> • P&R • NCFS 	12/31/23	<p>In 2019, Parks and Recreation submitted infrastructure applications to the Community, Culture and Recreation stream of the Investing in Canada Infrastructure Program to support a new Community Centre in the South East section of the city.</p>	

Introduction

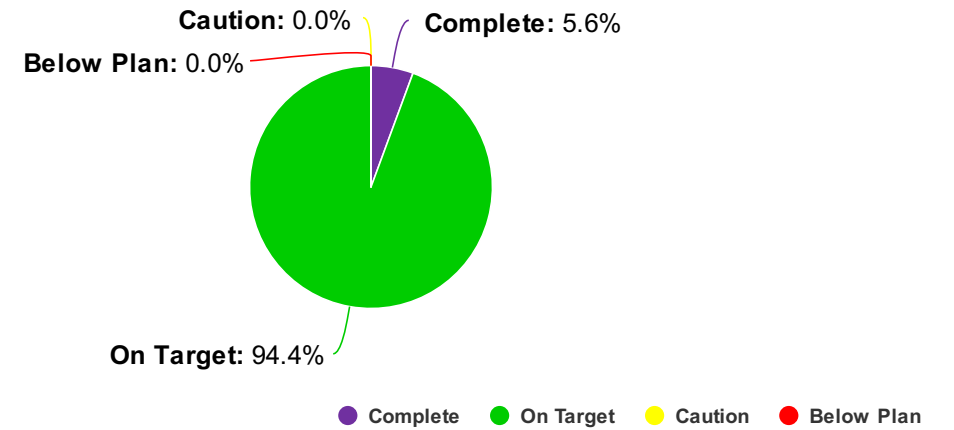
BUILDING a Sustainable City

OUTCOMES:

- London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.
- London's growth and development is well planned and sustainable over the long term.
- London has a strong and healthy environment.
- Londoners can move around the city safely and easily in a manner that meets their needs.



Building a Sustainable City - Progress



Status Definitions



Complete: Action is done



On Target:

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target end date
- Action is not yet started but is on target to be complete by target end date



Caution:

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date



Below Plan: Action is delayed by 2 quarters or more

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.	<ul style="list-style-type: none"> Maintain or increase current levels of service 	<ul style="list-style-type: none"> Continue to develop the City's Public Art/Monument program. 	<ul style="list-style-type: none"> Maintain and restore public art and monuments. 	<ul style="list-style-type: none"> P&R 	12/31/23	15 public art projects including Bostwick almost complete, 6 catchbasins, 8 traffic signal wrap boxes.	
			<ul style="list-style-type: none"> Create and acquire public art and monuments. 	<ul style="list-style-type: none"> P&R 	12/31/23	10 public art and monuments maintained and 3 condition assessments completed.	
		<ul style="list-style-type: none"> Develop and document current levels of service and identify proposed level of services. 	<ul style="list-style-type: none"> Inform Council on the current levels of service through the 2019 Asset Management Plan. 	<ul style="list-style-type: none"> F&CS 	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included current levels of service on August 27, 2019.	
			<ul style="list-style-type: none"> Monitor the Corporate Asset Management Plan implementation. 	<ul style="list-style-type: none"> F&CS 	9/30/23	Approval of the 2019 Corporate Asset Management Plan was the first step to commence with regard to the monitoring of the plan.	
			<ul style="list-style-type: none"> Inform Council on the proposed levels of service through the 2023 Asset Management Plan. 	<ul style="list-style-type: none"> F&CS 	9/30/23	Next step in asset management planning in accordance with Provincial legislated time frames.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Regenerate and revitalize LMCH/Community Housing sites. 	<ul style="list-style-type: none"> Develop London & Middlesex Housing Corporation's (LMHC) Asset Management Plan. 	<ul style="list-style-type: none"> LMCH 	12/31/19	<ul style="list-style-type: none"> LMCH has a completed final draft of its first Asset Management Plan (AMP) which includes recommendations related to a 10-year plan for LMCH's property assets and financial strategy. The AMP outlines the state of LMCH's portfolio, the desired level of service (LOS) and indicates potential funding mechanisms. LMCH will meet with Civic Administration to review. 	
			<ul style="list-style-type: none"> Manage the delivery of Social Housing Apartment Improvement Program (SHAIP). 	<ul style="list-style-type: none"> LMCH 	3/31/20	<ul style="list-style-type: none"> LMCH has completed project engineering and tendering by the end of the 2nd quarter of 2019 and the majority of the projects are awarded at this time. Mobilization and construction has started on two projects consisting of over-cladding, solar walls and new roof top Make-up air units. Remaining work will include retrofitting of common area lighting for six high rise apartments. SHAIP projects are expected to be completed by Dec 31, 2019. 	
	<ul style="list-style-type: none"> Build infrastructure to support future development and protect the environment 	<ul style="list-style-type: none"> Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill). 	<ul style="list-style-type: none"> Implement the Provincial approved Terms of Reference (technical studies) along with a community engagement strategy. 	<ul style="list-style-type: none"> EES 	3/31/22	The Minister of the Environment, Conservation & Parks approved the Terms of Reference on July 30, 2019. The Minister did not recommend any changes to the submission.	
			<ul style="list-style-type: none"> Submit and receive Provincial Environmental Assessment approval. 	<ul style="list-style-type: none"> EES 	12/31/22		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Undertake community engagement and finalize the long Term Waste Disposal Strategy coupled with the Resource Recovery Strategy. 	<ul style="list-style-type: none"> • EES 	3/31/21		
			<ul style="list-style-type: none"> ↑ Submit and receive Provincial Environmental Protection Act approvals. 	<ul style="list-style-type: none"> • EES 	6/30/23		
		<ul style="list-style-type: none"> — Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. 	<ul style="list-style-type: none"> ↑ Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans. 	<ul style="list-style-type: none"> • EES 	12/31/20	<p>Internal discussions under way.</p> <p>London has recently been selected as one of several "showcase cities" in Canada by the Federation of Canadian Municipalities and the Global Covenant of Mayors for Climate and Energy (GCoM). This is a city knowledge exchange initiative designed to enhance climate change adaptation initiatives in London and Canada.</p>	
			<ul style="list-style-type: none"> ↑ Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. 	<ul style="list-style-type: none"> • EES 	12/31/23	Phase 5 and 6 of the West London Dyke replacement project was completed in 2019 including 350 meters of enhanced flooding protection.	
		<ul style="list-style-type: none"> — Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps. 	<ul style="list-style-type: none"> ↑ Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre. 	<ul style="list-style-type: none"> • P&R • NCFS 	12/31/23	In 2019, Parks and Recreation submitted infrastructure applications to the Community, Culture and Recreation stream of the Investing in Canada Infrastructure Program to support a new Community Centre in the South East section of the city.	
			<ul style="list-style-type: none"> ↑ Continue to add new parks as the city grows. 	<ul style="list-style-type: none"> • P&R 	12/31/23	7 new parks established.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Implement the Parks and Recreation Master Plan recommendations. 	<ul style="list-style-type: none"> • P&R • NCFS 	12/31/23	<p>Work is currently ongoing on 78 of the 119 recommendations within the Master Plan. A yearly report on Master Plan accomplishments will be presented to Council.</p> <p>Applied to Investing in Canada Infrastructure Program - Community, Culture and Recreation Stream for \$40 million to support 7 projects (New Southeast Community Centre, Silverwood Park and Arena Redevelopment, Carling Heights Optimist Community Centre upgrades, Thames Valley Golf Club Accessibility Upgrades and conversion to Community Centre, Foxfield Park Upgrades (turf field, spray pad etc.), Labatt Park Accessibility Upgrades, Thames Park and Poolhouse Upgrades (outdoor showers, tennis court replacement, Universal change room).</p>	
		<ul style="list-style-type: none"> — Continue annual reviews of growth infrastructure plans to balance development needs with available funding. 	<ul style="list-style-type: none"> ↑ Administer the annual Growth Management Implementation Strategy Update. 	<ul style="list-style-type: none"> • DCS 	12/31/23		
			<ul style="list-style-type: none"> ↑ Expand the annual Growth Management Implementation Strategy Update to include built area works. 	<ul style="list-style-type: none"> • DCS 	6/30/21		
			<ul style="list-style-type: none"> ↑ Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update. 	<ul style="list-style-type: none"> • DCS 	12/31/20		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.</p> <p>↑</p>	<ul style="list-style-type: none"> DCS 	12/31/23		
	Manage the infrastructure gap for all assets	Prioritize investment in assets to implement the Asset Management Plan.	<p>Adopt a Council Strategic Asset Management Policy to guide the management of city infrastructure.</p> <p>✓</p>	<ul style="list-style-type: none"> F&CS 	6/30/19	Municipal Council approved the Corporate Asset Management Policy on April 24, 2019.	
			<p>Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan.</p> <p>✓</p>	<ul style="list-style-type: none"> F&CS 	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019.	
			<p>Monitor the Corporate Asset Management Plan implementation.</p> <p>↑</p>	<ul style="list-style-type: none"> F&CS 	9/30/23	London's Infrastructure Renewal program replaces old and deteriorated water, sewer, and road infrastructure. The 2019 program replaced 7.2km of watermains, 5.4 km of storm sewers, and 4.4 km of sanitary sewers. These projects provide a major neighbourhood enhancement which included rebuilding the roads, constructing new curbs, and in many cases provided new sidewalks.	
			<p>Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process.</p> <p>↑</p>	<ul style="list-style-type: none"> F&CS 	3/31/20		
			<p>Adjustments to capital budget made through the Annual Budget update process.</p> <p>↑</p>	<ul style="list-style-type: none"> F&CS 	12/31/23		
			<p>Develop Asset Management Plan (AMP), including priorities, project milestones and timelines.</p> <p>↑</p>	<ul style="list-style-type: none"> LPL 	12/31/20	Target end date for completion of the Asset Management Plan is Q4 2020.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Implement AMP. 	<ul style="list-style-type: none"> LPL 	12/31/23	Submitted 2020-2023 Business Case requesting additional funds to successfully implement AMP.	
			<ul style="list-style-type: none"> ↑ Explore potential partnerships. 	<ul style="list-style-type: none"> LPL 	12/31/23	Ongoing discussions with community partners in hopes of creating a multi-use facility (similar to Bostwick and Stoney Creek).	
			<ul style="list-style-type: none"> ↑ Develop functional plan and undertake construction of new Southeast branch. 	<ul style="list-style-type: none"> LPL 	12/31/20	Target end date for completion of the Asset Management Plan is Q4 2020.	
			<ul style="list-style-type: none"> ↑ Develop functional plan and undertake construction of new Northwest branch. 	<ul style="list-style-type: none"> LPL 	12/31/21	Target end date for completion of the Asset Management Plan is Q4 2020.	
			<ul style="list-style-type: none"> ↑ Interior/Exterior LCR Renovations - Refurbish Lower Washrooms - Retrofit Electrical System - Renovation to Storage Vaults - Retrofit HVAC System 	<ul style="list-style-type: none"> Museum London 	12/31/23	Completion of HVAC retrofit and two new lower level accessible washrooms. Refurbishing additional lower level washroom in progress as second phase of sanitation project and nearing completion of new exterior/interior security camera project.	
			<ul style="list-style-type: none"> ↑ Develop master site plan. 	<ul style="list-style-type: none"> Western Fair 	6/30/23		
		<ul style="list-style-type: none"> Monitor the infrastructure gap to inform the management of City assets. 	<ul style="list-style-type: none"> ↑ Monitor the progress of the Asset Management Plan, reporting out to Council. 	<ul style="list-style-type: none"> F&CS 	9/30/23		
			<ul style="list-style-type: none"> ✓ Inform Council on the state of the infrastructure through the development of 2019 Corporate Asset Management Plan. 	<ul style="list-style-type: none"> F&CS 	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019 which identified an overall 'good' condition however there is a current infrastructure gap of \$167.9 million.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Adjustments to capital budget made through the Annual Budget update process. 	<ul style="list-style-type: none"> F&CS 	12/31/23		
		<ul style="list-style-type: none"> Communicate the consequences of the infrastructure gap. 	<ul style="list-style-type: none"> Explore opportunities to increase community awareness of the state of the City's infrastructure. 	<ul style="list-style-type: none"> F&CS 	9/30/23	As part of the release of the 2019 Corporate Asset Management Plan, the Asset Management Office published a corporate asset management pamphlet, update to City of London web page, and released a video on London Asset Management Planning, pushing the video out through social media channels.	
London's growth and development is well planned and sustainable over the long term.	<ul style="list-style-type: none"> Improve London's resiliency to respond to potential future challenges 	<ul style="list-style-type: none"> Advance sustainability and resiliency strategies. 	<ul style="list-style-type: none"> Complete Green City Strategy. 	<ul style="list-style-type: none"> City Planning 	12/31/20		
			<ul style="list-style-type: none"> Implement Green City Strategy. 	<ul style="list-style-type: none"> City Planning 	12/31/23		
			<ul style="list-style-type: none"> Complete Resiliency Strategy. 	<ul style="list-style-type: none"> City Planning 	3/31/22		
			<ul style="list-style-type: none"> Implement Resiliency Strategy. 	<ul style="list-style-type: none"> City Planning 	12/31/23		
	<ul style="list-style-type: none"> Direct growth and intensification to strategic locations 	<ul style="list-style-type: none"> Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure. 	<ul style="list-style-type: none"> Complete Phase 1 of ReThink Zoning work plan. 	<ul style="list-style-type: none"> City Planning 	12/31/20	Terms of Reference approved by Council. Request for Proposals closed on October 25, 2019.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Complete Phase 2 of ReThink Zoning work plan. 	<ul style="list-style-type: none"> City Planning 	12/31/23		
			<ul style="list-style-type: none"> Complete appeal process for the London Plan. 	<ul style="list-style-type: none"> City Planning 	12/31/22	Process ongoing, latest motion hearing held on August 15, 2019. Next pre-hearing conference scheduled for November 25, 2019.	
			<ul style="list-style-type: none"> Implement London Plan farmland policies. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Urban forms of development restricted to areas with the Urban Growth Boundary established in the London Plan.	
			<ul style="list-style-type: none"> Complete review of Urban Growth Boundary. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Review will commence following settlement of London Plan appeals.	
			<ul style="list-style-type: none"> Implement London Plan growth framework. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Continuing to apply growth policies when reviewing all development proposals.	
			<ul style="list-style-type: none"> Implement Environmental Policies of the London Plan. 	<ul style="list-style-type: none"> City Planning 	12/31/23	All identified Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas have been protected. 8 Environmental Assessments reviewed to date in 2019 for ecological impacts.	
			<ul style="list-style-type: none"> Update Environmental Management Guidelines. 	<ul style="list-style-type: none"> City Planning 	12/31/20	Terms of Reference released in November, 2019.	
			<ul style="list-style-type: none"> Complete Meadowlily CMP - Ph 1. 	<ul style="list-style-type: none"> City Planning 	12/31/20		
			<ul style="list-style-type: none"> Complete Meadowlily CMP - Ph 2. 	<ul style="list-style-type: none"> City Planning 	12/31/21		
			<ul style="list-style-type: none"> Complete Medway Valley CMP. 	<ul style="list-style-type: none"> City Planning 	12/31/22	Task force established with City of London, UTRCA, EEPAC, and AAC, to review trail policies and implementation within Medway Valley.	
			<ul style="list-style-type: none"> Establish performance measures for permit ready lots and on the market units. 	<ul style="list-style-type: none"> DCS 	12/31/19	Council received an update on permit ready lots and draft metrics on June 25, 2019.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Create and implement a framework for the Annual Development Report. 	<ul style="list-style-type: none"> • DCS 	12/31/23	Council provided direction for the creation of an Annual Development Report on June 25, 2019.	
		<ul style="list-style-type: none"> — Prepare detailed plans for strategic locations. 	<ul style="list-style-type: none"> ✓ Complete OEV Secondary Plan. 	<ul style="list-style-type: none"> • City Planning 	9/30/19	The Old East Village Dundas Corridor Secondary Plan was adopted by Council. The Plan received 1 appeal.	
			<ul style="list-style-type: none"> ↑ Complete Victoria Park Secondary Plan. 	<ul style="list-style-type: none"> • City Planning 	12/31/20	The draft of the Victoria Park Secondary Plan was presented to Council in 2019. Staff continue to consult on the project with stakeholders and the public. The Secondary Plan is on track to be completed in 2020.	
			<ul style="list-style-type: none"> ↑ Complete Byron Pits Secondary Plan. 	<ul style="list-style-type: none"> • City Planning 	6/30/22	In consultation with stakeholders and the public, staff have been developing the Byron Pits Secondary Plan. The Secondary Plan is on track to be completed in 2022.	
			<ul style="list-style-type: none"> ↑ Complete Masonville Transit Village Secondary Plan. 	<ul style="list-style-type: none"> • City Planning 	12/31/21	In consultation with stakeholders and the public, staff have been developing the Masonville Transit Village Secondary Plan. An information report was presented to Council with the draft Principles. The Secondary Plan is on track to be completed in 2021.	
			<ul style="list-style-type: none"> ↑ Complete White Oak Dingman Secondary Plan. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	In consultation with the public and stakeholders, staff have been developing the White Oaks Dingman Secondary Plan. There is an on-going review of the floodplain in the area that will need to be completed prior to the adoption of the Secondary Plan. The Plan is on track to be completed in 2023.	






Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Update London Psychiatric Hospital Secondary Plan. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	The London Psychiatric Hospital lands were purchased by a local developer, with plans to develop the lands largely in-line with the existing Secondary Plan. Staff will continue to monitor the need to amend the Secondary Plan. The remaining lands within the Transit Village are on track to be incorporated into the Secondary Plan in 2023.	
			<ul style="list-style-type: none"> ↑ Initiate Oxford and Wonderland Transit Village Secondary Plan. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	The Oxford Wonderland Transit Village Secondary Plan is on track to commence before 2023.	
			<ul style="list-style-type: none"> ✓ Complete the Lambeth Area CIP. 	<ul style="list-style-type: none"> • City Planning 	12/31/19	The Lambeth Community Improvement Plan (CIP) was adopted by Council in 2019. The implementation of the CIP has commenced, including the availability of financial incentives to local business and property owners.	
		<ul style="list-style-type: none"> Revitalize London's downtown and urban areas. 	<ul style="list-style-type: none"> ↑ Implement Downtown CIP. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	Have issued 18 loans or grants to date in 2019 within the Downtown CIP area.	
			<ul style="list-style-type: none"> ↑ Implement OEV CIP. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	Have issued 17 loans or grants to date in 2019 within the Old East Village CIP area.	
			<ul style="list-style-type: none"> ↑ Implement SoHo CIP. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	Have issued one Loan to date in 2019 within the SoHo CIP area.	
		<ul style="list-style-type: none"> Monitor city building outcomes with the London Plan. 	<ul style="list-style-type: none"> ↑ Develop London Plan Monitoring Program. 	<ul style="list-style-type: none"> • City Planning 	12/31/20		
			<ul style="list-style-type: none"> ↑ Complete annual London Plan monitoring. 	<ul style="list-style-type: none"> • City Planning 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		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).	<ul style="list-style-type: none"> Develop financial options to consider the construction of a standalone parking structure or partnerships with developments involving parking accommodations. 	<ul style="list-style-type: none"> DCS 	12/31/22		
London has a strong and healthy environment.	<ul style="list-style-type: none"> Increase waste reduction, diversion, and resource recovery 	<ul style="list-style-type: none"> Work with residents and organizations to implement the 60% Waste Diversion Action Plan. 	<ul style="list-style-type: none"> Engage groups and organizations and share progress towards Targets. 	<ul style="list-style-type: none"> EES 	12/31/21	London was selected to be the first city in Canada to implement a pilot project to recover hard-to-recycle plastics items (e.g., flexible plastic packaging) called the Hefty® EnergyBag™ to create valuable recyclable resources and energy rather than placing them in the garbage. 20,000 households will eventually be participating in the pilot project.	
			<ul style="list-style-type: none"> Prepare background methodology and an approach to reporting data. Share progress towards Targets. 	<ul style="list-style-type: none"> EES 	3/31/20		
			<ul style="list-style-type: none"> Share progress towards Targets (Residential waste diverted from landfill). 	<ul style="list-style-type: none"> EES 	12/31/23		
			<ul style="list-style-type: none"> Share progress towards Targets (Reduction in per capita waste generation). 	<ul style="list-style-type: none"> EES 	12/31/23		
			<ul style="list-style-type: none"> Share progress towards Targets (Households participating in the Green Bin Program). 	<ul style="list-style-type: none"> EES 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Share progress towards Targets (Industrial, commercial and institutional waste diverted from landfill). 	<ul style="list-style-type: none"> EES 	12/31/23		
	<ul style="list-style-type: none"> Increase community knowledge and action to support the environment 	<ul style="list-style-type: none"> Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London. 	<ul style="list-style-type: none"> Engage businesses/institutions and share progress towards Targets. 	<ul style="list-style-type: none"> EES 	12/31/23	<p>The City helped to establish and is a founding partner of Green Economy London (GEL). GEL was launched in May 2019 by the London Environmental Network. As of October 1, GEL has over 20 business members surpassing the first year target.</p>	
			<ul style="list-style-type: none"> Engage community groups, establish collaborative projects and share progress towards Targets. 	<ul style="list-style-type: none"> EES 	12/31/23		
		<ul style="list-style-type: none"> Increase community environmental outreach for the built environment through CityGreen. 	<ul style="list-style-type: none"> Share progress towards Targets (CityGreen activities hosted). 	<ul style="list-style-type: none"> EES 	12/31/23		
	<ul style="list-style-type: none"> Protect and enhance waterways, wetlands, and natural areas 	<ul style="list-style-type: none"> Implement strategies, policies, and programs to conserve natural areas and features. 	<ul style="list-style-type: none"> Complete Byron Valley Trail. 	<ul style="list-style-type: none"> City Planning 	12/31/21		
			<ul style="list-style-type: none"> Complete Meadowlily CMP - Ph 1. 	<ul style="list-style-type: none"> City Planning 	12/31/20		
			<ul style="list-style-type: none"> Complete Meadowlily CMP - Ph 2. 	<ul style="list-style-type: none"> City Planning 	12/31/21		








Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Complete Medway Valley CMP. 	<ul style="list-style-type: none"> • City Planning 	12/31/22	Task force established with City of London, UTRCA, EEPAC, and AAC, to review trail policies and implementation within Medway Valley.	
			<ul style="list-style-type: none"> ↑ Complete Killaly Ecological Restoration Plan. 	<ul style="list-style-type: none"> • City Planning 	12/31/20		
			<ul style="list-style-type: none"> ↑ Implement the Invasive Plant Management Strategy. 	<ul style="list-style-type: none"> • City Planning • P&R 	12/31/23	Implementation of strategy has received commendation from the Invasive Species Centre.	
			<ul style="list-style-type: none"> ↑ Implement Environmental Policies of the London Plan. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	100% of Provincially Significant Wetlands, Areas of Natural or Scientific Interest, and Environmentally Significant Areas have been retained.	
			<ul style="list-style-type: none"> ↑ Update Environmental Management Guidelines. 	<ul style="list-style-type: none"> • City Planning 	12/31/20	Terms of Reference released in November, 2019.	
			<ul style="list-style-type: none"> ↑ Implement Official Plan policies and environmental management guidelines in the review of development proposals. 	<ul style="list-style-type: none"> • DCS 	12/31/23		
			<ul style="list-style-type: none"> ↑ Improve Environmental Impact Study monitoring compliance for applicable developments. 	<ul style="list-style-type: none"> • DCS 	12/31/20		
			<ul style="list-style-type: none"> ↑ Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews. 	<ul style="list-style-type: none"> • DCS 	12/31/22	The 2019 Development Charges Background Study approved by Council on May 21, 2019 included an identified DC-funded project for post-development monitoring.	
		<ul style="list-style-type: none"> — Improve water quality in the Thames River. 	<ul style="list-style-type: none"> ↑ Take the targeted number of Thames River water quality samples. 	<ul style="list-style-type: none"> • EES 	12/31/23	London is actively taking water quality samples in the Thames River on an ongoing basis. This ongoing samplings adds to the City's long-term database of water quality in the Thames River.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Work with homeowners and process homeowner grant applications. 	<ul style="list-style-type: none"> • EES 	12/31/23	London continues to offer a Basement Flooding grant program for residential homes. Council recently approved changes to the program, including updates to align the grant program bylaw with the Ontario Building Code and increases in the program's maximum grant limits to reflect inflation. There have been a total of 1,820 homeowners that have taken part in the program to date, since it was initiated in the mid-1980s.	
			<ul style="list-style-type: none"> ↑ Construct new sewers through the Infrastructure Renewal Program. 	<ul style="list-style-type: none"> • EES 	12/31/23	London's Infrastructure Renewal program replaces old and deteriorated water, sewer, and road infrastructure. The 2019 program replaced 7.2km of watermains, 5.4 km of storm sewers, and 4.4 km of sanitary sewers. These projects provide a major neighbourhood enhancement which included rebuilding the roads, constructing new curbs, and in many cases provided new sidewalks.	
			<ul style="list-style-type: none"> ↑ Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River. 	<ul style="list-style-type: none"> • EES 	12/31/23	London has recently initiated a Wastewater Treatment Master Plan environmental assessment. This comprehensive plan will define a long-term strategy to provide treatment capacity and reduce sewage released to the Thames River.	
			<ul style="list-style-type: none"> ↑ Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River. 	<ul style="list-style-type: none"> • EES 	12/31/23	London has recently initiated a Wastewater Treatment Master Plan environmental assessment. This comprehensive plan will define a long-term strategy to provide treatment capacity and reduce sewage released to the Thames River.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	 Complete the detailed design and construction of the inaugural project.	<ul style="list-style-type: none"> EES City Planning 	12/31/21	In 2019, the Environmental Assessment for the Back to the River Forks project was completed. Detailed design and construction of the inaugural project at the Forks is on track, subject to Council approval through the Multi-Year Budget process.	
			 Complete the SoHo Back to the River Environmental Assessment process.	<ul style="list-style-type: none"> EES City Planning 	9/30/22	The Environmental Assessment for the SoHo Back to the River project is on track, subject to Council approval through the Multi-Year Budget process.	
			 Complete the detailed design and construction of the SoHo inaugural project.	<ul style="list-style-type: none"> EES City Planning 	12/31/23	The detailed design and construction for the SoHo Back to the River project will follow the completion of the Environmental Assessment, subject to Council approval through the Multi-Year Budget process.	
		Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	 Implement projects identified in the One River Management Plan component of the One River Environmental Assessment.	<ul style="list-style-type: none"> P&R 	12/31/23		
	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.	 Undertake multi-division engagement on energy management challenges, opportunities, priorities and implementation plans.	<ul style="list-style-type: none"> EES 	12/31/19	The proposed 2019 - 2023 Corporate Energy Management Program and Conservation Demand Management (CDM) Plan has reached its final stages and will be submitted to Civic Works Committee in Q4 2019.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Share progress made towards implementing the next Corporate Energy Management CDM Strategy. 	<ul style="list-style-type: none"> EES 	12/31/23	The Greenway Organic Rankine Cycle initiative is a renewable energy project recovering heat at the City's largest wastewater treatment plant. The new equipment will contribute 12.5% (3.75 million ekWh/year) towards the Corporate Energy Conservation and Demand Management Plan's overall energy reduction target and will supply 20% of the treatment plants energy generating an annual savings of \$600,000.	
			<ul style="list-style-type: none"> Undertake multi-division engagement on green fleet management challenges, opportunities, priorities and implementation plans. 	<ul style="list-style-type: none"> EES 	12/31/19		
			<ul style="list-style-type: none"> Undertake actions to reduce energy use on a per person basis. 	<ul style="list-style-type: none"> EES 	12/31/23		
			<ul style="list-style-type: none"> Undertake actions to reduce greenhouse gas generation from 2007 levels. 	<ul style="list-style-type: none"> EES 	12/31/23		
		<ul style="list-style-type: none"> Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP). 	<ul style="list-style-type: none"> Undertake community engagement and finalize the next CEAP. 	<ul style="list-style-type: none"> EES 	12/31/20	The community engagement process to develop to the 2019 to 2023 Community Energy Action Plan (CEAP) will be launched in November and focus on the City's Climate Emergency Declaration.	
			<ul style="list-style-type: none"> Share progress made towards implementing the next CEAP. 	<ul style="list-style-type: none"> EES 	12/31/23		
			<ul style="list-style-type: none"> Undertake actions to reduce greenhouse gas generation on per person basis. 	<ul style="list-style-type: none"> EES 	12/31/23		
			<ul style="list-style-type: none"> Undertake actions to reduce energy use from 1990 levels. 	<ul style="list-style-type: none"> EES 	12/31/23		
			<ul style="list-style-type: none"> Engage stakeholder organizations, groups or businesses in CEAP. 	<ul style="list-style-type: none"> EES 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Undertake actions to reduce greenhouse gas generation. 	<ul style="list-style-type: none"> • EES 	12/31/23		
		<ul style="list-style-type: none"> ■ Update flood forecast and warning system to address a changing climate. 					
		<ul style="list-style-type: none"> ■ Assess health vulnerability to climate change. 	<p>Reducing exposures to health hazards & promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts & heat warnings) to facilitate community action for cooling/warming centres, increasing hrs for recreational water facilities & shelters. MLHU advocates for public health strategies to be incorporated into muni. policy, as it relates to matters under municipal jurisdiction, land use planning, & the built environment.</p> <ul style="list-style-type: none"> ↑ 	<ul style="list-style-type: none"> • MLHU 	12/31/23		
			<ul style="list-style-type: none"> ↑ Comprised of larval mosquito surveillance and identification, larviciding, adult mosquito trapping and viral testing, human surveillance, source reduction, public education, responding to public inquiries, and passive and active tick surveillance. 	<ul style="list-style-type: none"> • MLHU 	12/31/23	Comprehensive surveillance, treatment, and education program conducted throughout the year. Mosquito larviciding program concludes at the end of September while active and passive tick surveillance continues throughout the fall.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
Londoners can move around the city safely and easily in a manner that meets their needs.	Increase access to transportation options	Build more infrastructure for walking and bicycling.	 Implement capital contract to construct new sidewalks.	• EES	12/31/23	Sidewalk construction underway in Byron Southwood and Florence Street.	
			 Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan.	• EES	12/31/23	Construction underway at locations such as Wharnccliffe Road North, Egerton Street and Wilton Grove Road.	
			 Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan.	• EES	12/31/23	King Street bike lane constructed. Design for the east-west bikeway on Dundas Street initiated.	
		Continue to expand options and programs to increase mobility.	 Undertake background details and community engagement on bike parking challenges, opportunities, priorities and implementation plans.	• EES	12/31/20		
			 Prepare background methodology, an approach to monitoring and implement.	• EES	12/31/19		
			 Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s).	• EES	6/30/20	Feasibility study has been launched.	
			 Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share.	• EES	12/31/19	In August 2019, Council received background details on bike share systems and approved the development of a Request for Proposals (RFP) for a bike share system to obtain pricing information and operational details to finalize the Business Case.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Share progress made towards implementing the transportation demand management actions. 	<ul style="list-style-type: none"> EES 	12/31/23		
		<ul style="list-style-type: none"> Develop a strategic plan for a future with connected and autonomous vehicles. 	<ul style="list-style-type: none"> Develop and Finalize Strategy. 	<ul style="list-style-type: none"> EES 	12/31/20	<p>Project charter has been approved and the team of internal and external resources was engaged.</p> <p>Strategy creation was kicked off by hosting an expert panel.</p>	
		<ul style="list-style-type: none"> Support Londoners to access affordable public transit where they live and work. 	<ul style="list-style-type: none"> Evaluate the income-related subsidized transit program. 	<ul style="list-style-type: none"> NCFS LTC 	12/31/19	<p>An evaluation of the Income-Related Subsidized Transit Program was completed in the Spring of 2019. As part of the evaluation, feedback was sought from a number of key stakeholders including: program participants, City staff, LTC staff and community organizations. 191 residents completed a survey, in which the majority of respondents reported that the program had benefited them greatly, the bus pass was affordable, and participation in the program allowed them to ride the bus more often. Evaluation results were reported to the Community and Protective Services Committee on October 8, 2019.</p>	
			<ul style="list-style-type: none"> Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process. 	<ul style="list-style-type: none"> NCFS LTC 	3/31/20	<p>A Business Case to support Londoners to access affordable public transit where they live and work will be brought forward through the 2020-2023 Multi-Year Budget process.</p>	
			<ul style="list-style-type: none"> Implement a sustainable business plan with LTC to support affordable transit programs for Londoners. 	<ul style="list-style-type: none"> NCFS LTC 	12/31/23		
			<ul style="list-style-type: none"> Allocate funding to continue to support these programs. 	<ul style="list-style-type: none"> NCFS 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	↑ Approve associated budgets to allow for implementation of the 5 year plan.	• LTC	12/31/23	Budget preparation in progress.	
		Implement the LTC Ridership Growth Strategy.	↑ Approve associated budgets to allow for implementation of the targeted Ridership Growth Strategy initiatives.	• LTC	12/31/23	Budget preparation in progress.	
		Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	↑ Construct Rapid Transit Corridors in accordance with the approved RT Initiative Environmental Assessment.	• EES	12/31/23	TPAP environmental assessment completed. Procurement of design services for the Downtown Loop is underway.	
			↑ Implement Bus Rapid Transit System along constructed Rapid Transit Corridors.	• EES	12/31/28	Provincial and federal funding announced. Corridor design and implementation underway.	
		Implement the LTC 5 year Conventional Service Plan.	↑ Approve associated budgets to allow for implementation of the 5 year plan.	• LTC	12/31/23	Budget preparation in progress.	
	Manage congestion and travel times	Continue to improve the traffic signal system for the benefit of all road users.	↑ Operationalize Transportation Management Centre.	• EES	9/30/21	Adjustments to the facility have been started. Procurement of the video wall is underway.	
			↑ Implement a new Advanced Traffic Management System.	• EES	12/31/22	RFP for a commercial off-the-shelf ATMS solution closed. Recommendation for Council award is underway.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.</p>	<p>↑ Construct Bradley Avenue Extension, Jalna to Wharnccliffe.</p>	<ul style="list-style-type: none"> EES 	9/30/23	The early stages of design and property coordination is underway.	
			<p>↑ Construct Southdale Road West Improvements.</p>	<ul style="list-style-type: none"> EES 	9/30/23	Environmental Assessment is complete.	
			<p>↑ Construct Adelaide / CPR Grade Separation.</p>	<ul style="list-style-type: none"> EES 	6/30/23	Environmental assessment completed. Design and property acquisition underway. Federal and provincial funding for active transportation components announced in August 2019.	
			<p>↑ Construct Wharnccliffe / CN Grade Separation.</p>	<ul style="list-style-type: none"> EES 	12/31/23	Design and property acquisition underway.	
	<p>Improve safety for all modes of transportation</p>	<p>Implement infrastructure improvements and programs to improve road safety.</p>	<p>↑ Implement Vision Zero London Road Safety Strategy Actions.</p>	<ul style="list-style-type: none"> EES 	12/31/23	Recent road safety initiatives are the: <ul style="list-style-type: none"> implementation of student silhouettes "make eye contact" awareness campaign a recommendation for contract award for automated speed enforcement in school zones Positive declines in numbers of serious collisions continue to be measured.	
				<p>↑ Update the Vision Zero Road Safety Strategy.</p>	<ul style="list-style-type: none"> EES 	3/31/21	Initial discussions with the partners on the London Middlesex Road Safety Committee are beginning.

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<ul style="list-style-type: none"> Improve the quality of pedestrian environments to support healthy and active lifestyles 	<ul style="list-style-type: none"> Plant more trees to increase the city's tree canopy cover. 	<ul style="list-style-type: none"> Implement annual tree planting program. 	<ul style="list-style-type: none"> EES 	12/31/23	Planting program underway. Complimented by successful Big Tree Giveaway on Sept 25, 2019.	
		<ul style="list-style-type: none"> Respond to changing participation patterns and emerging activities by adapting public spaces and programs. 	<ul style="list-style-type: none"> Install new benches within parks to support expanded passive use. 	<ul style="list-style-type: none"> P&R 	12/31/23	91 new benches were added to parks in 2019.	
			<ul style="list-style-type: none"> Install new light systems in parks to support extended use. 	<ul style="list-style-type: none"> P&R 	12/31/23	New lighting systems have been installed in White Oaks Park, North London Athletic Fields, Evergreen Park and York/Wellington Civic Space.	
			<ul style="list-style-type: none"> Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/more users. 	<ul style="list-style-type: none"> P&R 	12/31/23	Approximately 2.2km of existing recreational pathway was re-constructed in City Parks in 2019.	
		<ul style="list-style-type: none"> Increase pedestrian amenities on streets. 	<ul style="list-style-type: none"> Implement the Mobility policies of The London Plan. 	<ul style="list-style-type: none"> City Planning 	12/31/23	In 2018, Council adopted a Complete Streets Design Manual to assist in implementing the Mobility policies of The London Plan. In 2019, staff implemented these policies on a large number of streets projects. Some notable projects include the transformation of Dundas Place into a flex-street, and the redesign of Talbot Street and York Street in downtown to improve the pedestrian quality including the addition of trees and the narrowing of Talbot Street.	
			<ul style="list-style-type: none"> Implement annual tree planting program. 	<ul style="list-style-type: none"> EES 	12/31/23	Boulevard tree planting underway.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			 Respond to neighbourhood street lighting projects as requested by Londoners.	<ul style="list-style-type: none"> EES 	12/31/23	Business case prepared for budget consideration.	

Introduction

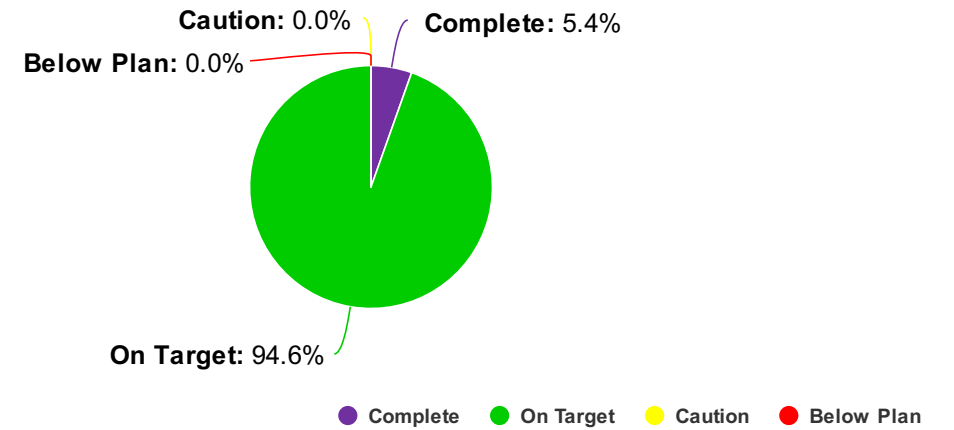
GROWING our Economy

OUTCOMES:

- London will develop a top quality workforce.
- London is a leader in Ontario for attracting new jobs and investments.
- London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.









— Growing our Economy - Progress



Status Definitions

- ✓ **Complete:** Action is done
- ↑ **On Target:**
 - Action is ongoing or is completed annually
 - Action is in progress and is on target to be complete by target end date
 - Action is not yet started but is on target to be complete by target end date
- **Caution:**
 - Action is delayed by 1 quarter
 - Action is in progress or not yet started, and is flagged as possibly not being completed by target end date
- ↓ **Below Plan:** Action is delayed by 2 quarters or more

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance		
London will develop a top quality workforce.	Increase access employers have to the talent they require	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	 Strengthen existing industry clusters and identify new emerging areas.	<ul style="list-style-type: none"> LEDC HSSDH 	12/31/23	Organized several industry networking and building events, such as Manufacturing Matters Conference, and LEDC Networking Night at Forest City Film Festival.			
			 Facilitate effective labour matching for employers through the Business Momentum Series and other programs.	<ul style="list-style-type: none"> LEDC HSSDH 	12/31/23	Partnered with Fanshawe's Corporate Training Services to hold Business Momentum series.			
			 Match employers needs to candidate pools and employment support agencies and educational providers.	<ul style="list-style-type: none"> LEDC HSSDH 	12/31/23	Various employment programs with social services, there has been a 20% increase in employment preparation, job placement, skills training, and job search referrals.			
				Increase Ontario Works client participation within employment activities.	 Develop and implement the annual Ontario Works Service Plan.	<ul style="list-style-type: none"> HSSDH 	9/30/19	The 2019-2020 Ontario Works Service Plan was created and successfully negotiated with the Ministry of Children, Community, and Social Services.	
					 Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services.	<ul style="list-style-type: none"> HSSDH 	3/31/20	The City of London Social Services is striving to achieve a mandated 3% increase on all employment outcome targets.	
					 Monitor and Report to Council on caseload trends as part of the Ontario Works Participant Profile.	<ul style="list-style-type: none"> HSSDH 	6/30/20		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>— Increase the employment rate for Londoners who are not currently participating in the workforce.</p>	<p>↑ Continue to support the London Job's Now initiative.</p>	<ul style="list-style-type: none"> • HSSDH • City Planning 	12/31/23	Two successful London and Area Works Job Fairs were held in April and September of 2019. A new Jobs Now Hub was launched in partnership with labour market partners to assist job seekers in effectively and efficiently finding employment opportunities.	
			<p>↑ Monitor and evaluate London's employment trends.</p>	<ul style="list-style-type: none"> • HSSDH • City Planning 	12/31/23		
	<p>— Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies</p>	<p>— Increase the number of local internship opportunities for post-secondary students.</p>	<p>↑ Implement Internship Program.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23		
			<p>↑ Engage Western University and Fanshawe College as partners with the Corporation's internship programs for international students.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>— Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.</p>	<p>↑ Facilitate effective labour matching for employers.</p>	<ul style="list-style-type: none"> • LEDC 	12/31/23	Organized semi-annual London & Area Works job fairs, attracting dozens of area employers and thousands of job seekers.	
			<p>↑ Match employers needs to candidate pools and employment support agencies and educational providers.</p>	<ul style="list-style-type: none"> • LEDC 	12/31/23	Worked with Western University, Fanshawe College and support agencies to integrate LondonTechJobs and LondonMfgJobs portals.	
			<p>↑ Continue to foster on-site training of Museum London staff, university and community college museology student interns; continue to exhibit heritage and local, regional, national and international artists' work; continue to support writers, musicians, digital experts through public programming initiatives.</p>	<ul style="list-style-type: none"> • Museum London 	12/31/23	Australian and Canadian Indigenous art exhibition Ways of Being: Yhonnie Scarce and Michael Belmore; to date, six staff have attended museum workshops/courses/conferences; four Western University interns each completing 100 hours for credit; in progress prep for 6th annual Words Festival partnership with Western University for writers; music series with Magisterra chamber music and Wood Shed Jazz N Soul concerts; two education digital projects developed locally to enhance student learning and funded by Canada Council for the Arts' Digital Strategy Fund.	
		<p>— Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.</p>	<p>↑ Promote London to potential newcomers.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Host and support events to encourage integration and retention. 	<ul style="list-style-type: none"> • HSSDH 	12/31/23	Launched international student graduate internship program. Participated in LEDC's 2019 Immigration Update for local employers.	
			<ul style="list-style-type: none"> ↑ Report annually on the retention of newcomers to London. 	<ul style="list-style-type: none"> • HSSDH 	12/31/23		
London is a leader in Ontario for attracting new jobs and investments .	<ul style="list-style-type: none"> ▬ Increase partnerships that promote collaboration, innovation, and investment 	<ul style="list-style-type: none"> ▬ Expand opportunities and activities through the London Waste to Resources Innovation Centre. 	<ul style="list-style-type: none"> ↑ Engage companies, implement pilot projects and share progress towards Targets. 	<ul style="list-style-type: none"> • EES 	12/31/19	In April 2019, executed the Industrial Research Agreement (in Thermochemical Conversion of Biomass and Waste to Bioindustrial Resources) with the University of Western Ontario as part of the London Waste to Resources Innovation Centre. 12 organizations are part of the Agreement.	
			<ul style="list-style-type: none"> ↑ Engage companies, establish collaborative projects and share progress towards Targets. 	<ul style="list-style-type: none"> • EES 	12/31/19	As of October 1, 2019, the following new organizations and companies have committed to project work as part of the London Waste to Resources Innovation Centre: Dow Chemical Canada, Nestles Canada, Reynolds Consumer Products, Continuous Improvement Fund, PACNext.	
			<ul style="list-style-type: none"> ↑ Engage companies, establish collaborative ideas and projects, and sign an MoU. 	<ul style="list-style-type: none"> • EES 	12/31/19	In April 2019, Council approved a Memorandum of Understanding with Green Shields Energy to share knowledge and potentially establish a demonstration waste conversion technology.	
		<ul style="list-style-type: none"> ▬ Implement the Smart City Strategy. 	<ul style="list-style-type: none"> ↑ Complete a Smart City Strategy. 	<ul style="list-style-type: none"> • City Planning 	12/31/20	A draft strategy has been created and will be reviewed and finalized in 2020.	
			<ul style="list-style-type: none"> ↑ Complete a Smart City Implementation Plan. 	<ul style="list-style-type: none"> • City Planning 	12/31/21	The development of an implementation plan is underway.	
			<ul style="list-style-type: none"> ↑ Implement the Smart City Strategy. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	Implementation to commence following development of the Smart City Strategy.	
		<ul style="list-style-type: none"> ↑ Create a Smart City Steering Committee. 	<ul style="list-style-type: none"> • City Planning 	12/31/20	An internal committee has been created to provide leadership to the Smart City Strategy.		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		Seek out and develop new partnerships and opportunities for collaboration.	↑ Participate in City Studio.	• City Planning	12/31/23	Partnerships with Fanshawe College, Brescia University, Huron University, King's University College, and Western University, have created 25 City Studio projects with students and faculty. The partnerships are facilitated through Pillar Nonprofit Network, which coordinates City of London projects with various post-secondary courses.	
		Plan for High Speed Rail.	↑ Monitor provincial activity for opportunities to initiate local action.	• City Planning • EES	12/31/23	Provincial transportation planning continues to be monitored.	
		Collaborate with regional partners on international missions for new investment attraction.	↑ Identify new emerging areas that can leverage London's core competencies and unique value proposition.	• LEDC	12/31/23	Ongoing projects and initiatives with economic development partners such as TechAlliance, Small Business Centre, and the Workforce Development Board to continue to identify emerging areas.	
			↑ Participate on regional alliances such as the Ontario Food Cluster, and Ontario Manufacturing Communities Alliance and the Southwestern Ontario Marketing Alliance.	• LEDC	12/31/23	Participated in several promotional missions with regional partners.	
			↑ Raise visibility for job creation opportunities.	• LEDC	12/31/23	Provided marketing support to expanding companies looking to raise visibility for recruitment.	
		Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	↑ Engage in regional planning discussions with area municipalities.	• City Planning	12/31/23	Staff have begun to reach out to other municipalities in southwestern Ontario. Some municipalities that have been included in discussions include Windsor, Hamilton, St. Catherine's, Kitchener-Waterloo and the County of Middlesex.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<p>Grow tourism revenues through initiatives that build awareness and interest in London.</p>	<p>↑ Ongoing SEO, Content Marketing, Digital, Radio and Social sector and attraction specific campaigns to bolster tourism – demographic specific with the Millennial Tourist being the primary demographic.</p>	<ul style="list-style-type: none"> • P&R 	12/31/23	Targeted and collaborative creative marketing initiatives, specifically marketing programs through contesting on social media.	
		<p>Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.</p>	<p>↑ Ongoing communication and collaborative partnerships with large organizations with common objectives to leverage resources such as with Downtown London or major venues, festivals or attractions.</p>	<ul style="list-style-type: none"> • P&R 	12/31/23	Support the hosting of events such as the 2020 Ontario Summer Games.	
		<p>Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.</p>	<p>↑ Work with industry participants to produce meaningful annual tradeshows.</p>	<ul style="list-style-type: none"> • Western Fair 	12/31/23	Agreement signed with the Poultry Industry Council to produce the National Poultry Show for the next 6 years.	
			<p>↑ Partner with investors to leverage WFA capital commitments.</p>	<ul style="list-style-type: none"> • Western Fair 	6/30/23		
			<p>↑ Attract agri-entrepreneurs that align with WFA mandate and objectives.</p>	<ul style="list-style-type: none"> • Western Fair 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Develop programming with ACoE partners that fulfil needs of the community. 	<ul style="list-style-type: none"> Western Fair 	12/31/23		
		<ul style="list-style-type: none"> Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy. 	<ul style="list-style-type: none"> Continue to work with the Screen Industry Partner Committee and sector stakeholders on the development of an action plan in-line with municipal best practices. 	<ul style="list-style-type: none"> P&R 	12/31/23	City Council directed Civic Administration to submit a business case as part of the Multi-Year Budget to support action plan/strategy development for and with the film industry.	
	<ul style="list-style-type: none"> Maintain viability in key global markets 	<ul style="list-style-type: none"> Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity. 	<ul style="list-style-type: none"> Leverage the new RBC Place London brand with a successful execution of the annual marketing plan working with key partners of Tourism London, Downtown London, Western University and Fanshawe College. 	<ul style="list-style-type: none"> RBC Place 	12/31/20	Building on the announcement of the new 10 year naming partnership during June 2019, RBC Place London continues to work with its key partners to execute its annual marketing strategy, while being on pace to achieve 2019 total revenue budget of \$6.1 million and generate \$20 million in economic impact to London.	
			<ul style="list-style-type: none"> Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone. 	<ul style="list-style-type: none"> RBC Place 	12/31/21	Finalization of the medium and longer term space plan is underway and on target for completion.	
			<ul style="list-style-type: none"> Continue to enhance the guest experience by executing on the RBC Place London Guest (GX) and Associate (AX) Experience strategies. 	<ul style="list-style-type: none"> RBC Place 	12/31/20	RBC Place London has achieved its 2019 goals for experience enhancements, and it is anticipated that the completion of the 2nd floor refresh will positively impact Guest Experience (GX) and Associate Experience (AX) in the fall of 2019 and into 2020.	
		<ul style="list-style-type: none"> Create a vibrant entertainment district in the City of London. 	<ul style="list-style-type: none"> Continue to provide space and promote events that meet community needs. 	<ul style="list-style-type: none"> Western Fair 	12/31/23	A review of the strategic direction of the Western Fair District will occur in 2020.	
			<ul style="list-style-type: none"> Monitor the number of licensed outdoor patios with amplified sound. 	<ul style="list-style-type: none"> P&R 	12/31/23	6 outdoor patios have registered for a permit.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Monitor the number of private music venues in the City of London. 	<ul style="list-style-type: none"> • P&R 	12/31/23	54 private music venues in London.	
	<ul style="list-style-type: none"> — Increase public and private investment in strategic locations 	<ul style="list-style-type: none"> — Revitalize London's downtown and urban areas. 	<ul style="list-style-type: none"> ↑ Develop Metrics and Targets to monitor the performance of CIPs. 	<ul style="list-style-type: none"> • City Planning 	12/31/20	In 2019, staff presented a report to Council including some preliminary metrics and targets for assessing the success of Community Improvement Plan (CIP) incentives. Staff will be working with students and faculty throughout the fall of 2019 through City Studio to research and evaluate the project. The inclusion of targets and metrics in the City's various CIPs is on track to be completed in 2020.	
			<ul style="list-style-type: none"> ↑ Implement CIP incentive programs. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	Have issued 18 loans and 26 grants to date in 2019 through CIP incentive programs.	
			<ul style="list-style-type: none"> ↑ Report on the State of the Downtown bi-annually. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	Data collection has begun for the 2018-2019 State of the Downtown Report. The Report is on track to be completed in 2020. The 2020-2021 State of the Downtown Report will follow this in 2022.	
			<ul style="list-style-type: none"> ↑ Contribute to a fund for property acquisition within Community Improvement Plan areas. 	<ul style="list-style-type: none"> • City Planning 	12/31/23	Contributions to a fund for property acquisition within CIP areas is subject to Council approval through the Multi-Year Budget process.	
			<ul style="list-style-type: none"> ↑ Increase target marketing where appropriate to increase traffic in market. 	<ul style="list-style-type: none"> • Covent Garden Market 	12/31/23	During 2019 Covent Garden Market pushed marketing with Spotify and GoogleAds to increase traffic in market.	
			<ul style="list-style-type: none"> ↑ Maintain level of tenant satisfaction to lower turnover. 	<ul style="list-style-type: none"> • Covent Garden Market 	12/31/23	Covent Garden Market has maintained level of tenant satisfaction, which has resulted in no vacancies at Covent Garden Market.	
			<ul style="list-style-type: none"> ↑ Fill vacancies with the right tenants for long lasting success. 	<ul style="list-style-type: none"> • Covent Garden Market 	12/31/23	Currently, there are no vacancies to fill at Covent Garden Market.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<p>Increase public and private investment in amenities that attract visitors, a talented workforce and investment</p>	<p>Invest in city building projects.</p>	<p>↑ Implement Our Move Forward: London's Downtown Plan.</p>	<ul style="list-style-type: none"> City Planning 	12/31/23	<p>The implementation of the Downtown Plan is ongoing. Phase 1 of Dundas Place is completed and the second phase is under construction. The Environmental Assessment for Back to the River is completed. Both of these are Transformational Projects in the Downtown Plan. In 2019, staff also developed an incentive program to encourage property owners to up-light the architectural features of their buildings.</p>	
			<p>↑ Continue the procurement process for the Old Victoria Hospital Lands.</p>	<ul style="list-style-type: none"> City Planning 	12/31/23	<p>The development approvals process is underway for the first phase of the Old Victoria Hospital redevelopment. The demolition of other properties, and the conservation of the London Health Sciences building and the War Memorial Children's Hospital are underway. The procurement process for Phase 2 of the redevelopment is on track to begin in 2019.</p>	
		<p>Increase partnership funding, sponsorships, and donations to recreation services and amenities.</p>	<p>↑ Continue to implement the Council approved policies related to sponsorship and advertising.</p>	<ul style="list-style-type: none"> P&R NCFS 	12/31/23	<p>The sponsorship and advertising program has generated total sales of \$380,000 since its inception in August 2018. For 2019 YTD it has generated \$210,000 in sponsorship and advertising revenue.</p>	
			<p>↑ Continue to implement the Adopt a Park program.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	<p>In 2019, 8 new parks and 1 pond were adopted.</p>	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<ul style="list-style-type: none"> Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs 	<ul style="list-style-type: none"> Ensure job growth through attraction of new capital from a diverse range of markets and industries. 	<ul style="list-style-type: none"> Identify new emerging areas that can leverage London's core competencies and unique value proposition. 	<ul style="list-style-type: none"> LEDC 	12/31/23	Ongoing projects and initiatives with economic development partners such as TechAlliance, Small Business Centre, and the Workforce Development Board to continue to identify emerging areas.	
			<ul style="list-style-type: none"> Invest and develop job creation opportunities in target markets best suited to match London's key sectors. 	<ul style="list-style-type: none"> LEDC 	12/31/23	Ongoing projects and initiatives with economic development partners such as TechAlliance, Small Business Centre, and the Workforce Development Board to continue to identify emerging areas.	
London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.	<ul style="list-style-type: none"> Increase access to supports for entrepreneurs and small businesses, and community economic development 	<ul style="list-style-type: none"> Revitalize London's Downtown and urban areas. 	<ul style="list-style-type: none"> Support Business Improvement Areas. 	<ul style="list-style-type: none"> City Planning 	12/31/23	In 2019, staff began to hold quarterly meetings with all of London's Business Improvement Areas (BIAs). This has proven a very effective way for BIAs to collaborate and learn from each other, as well as for City staff to share important information about procedures, finances and municipal resources. In 2019, the BIAs applied for, and were awarded, a Digital Mainstreet grant to assist in creating a stronger online and social media presence.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			✓ Review Regeneration Tools for Hyde Park area.	• City Planning	12/31/20	In 2019, staff reviewed the community profile and development activities in the Hyde Park area in order to evaluate which Planning Act tools may assist in the regeneration of the community. It was found that the Hyde Park area is rapidly developing, in line with the existing Community Plan, and exhibits signs of a healthy mainstreet environment. Staff will continue to implement the recommendations coming out of the regeneration report.	
			↑ Implement CIP Incentive Programs.	• City Planning	12/31/23	Have issued 18 loans and 26 grants to date in 2019 through CIP incentive programs.	
			✓ Complete the Lambeth Area CIP.	• City Planning	12/31/19	The Lambeth Community Improvement Plan (CIP) was adopted by Council in 2019. The implementation on the CIP has commenced, including the availability of financial incentives to local business and property owners.	
			↑ Develop Metrics and Targets to monitor the performance of CIPs.	• BIAs	12/31/20	In 2019, Staff presented a report to Council including some preliminary metrics and targets for assessing the success of Community Improvement Plan (CIP) incentives. Staff will be working with students and faculty throughout the fall of 2019 through City Studio to research and evaluate the project. The inclusion of targets and metrics in the City's various CIPs is on track to be completed in 2020.	
			↑ Report on the State of the Downtown bi-annually.	• BIAs	12/31/23	Data collection has begun for the 2018-2019 State of the Downtown Report. The Report is on track to be completed in 2020. The 2020-2021 State of the Downtown Report will follow this in 2022.	
			↑ Invest in BIA's in the multi-year budget.	• BIAs	3/31/20		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Support entrepreneurs, start-up, and scale-up companies. 	<ul style="list-style-type: none"> ↑ Create a business friendly municipal environment. 	<ul style="list-style-type: none"> • LEDC 	12/31/23	Coordinated work with Service London Business and Director of Business Liaison underway to create a business friendly environment.	
			<ul style="list-style-type: none"> ↑ Foster scale-up activity with existing business and support long-term growth. 	<ul style="list-style-type: none"> • LEDC 	12/31/23	Created a new program called 100in5 initiative to foster scale-up activity.	
			<ul style="list-style-type: none"> ↑ Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network. 	<ul style="list-style-type: none"> • LEDC 	12/31/23	Regular programming to connect entrepreneurs with relevant resources.	
			<ul style="list-style-type: none"> ↑ Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities. 	<ul style="list-style-type: none"> • P&R 	12/31/23	63 showcase opportunities which includes JUNOS and lunch hour programs that featured 85 artists.	
			<ul style="list-style-type: none"> ↑ Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs. 	<ul style="list-style-type: none"> • P&R 	12/31/23	17 workshops which included JUNOS.	
	<ul style="list-style-type: none"> ↑ Increase efficiency and consistency for administrative and regulatory processes 	<ul style="list-style-type: none"> ↑ Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness. 	<ul style="list-style-type: none"> ↑ Prepare BIA creation/expansion manual. 	<ul style="list-style-type: none"> • City Planning 	12/31/21	Staff are currently developing a procedure manual for the creation and expansion of Business Improvement Areas (BIAs). Part of this manual will be directed to BIAs and the public including important information on finances, procedures, incentives, key contacts and frequently asked questions. The BIA manual is on track to be completed in 2021.	
			<ul style="list-style-type: none"> ↑ Update Incentive Marketing Materials. 	<ul style="list-style-type: none"> • City Planning 	12/31/20	Staff have begun to redesign and improve the legibility of a number of financial incentive materials. Staff have also developed a strategy for increasing awareness of financial incentive programs. The updating of all incentive marketing materials is on track to be completed in 2020.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Update the Sidewalk Patio Manual for Dundas Place.</p>	<ul style="list-style-type: none"> City Planning 	12/31/20	Staff are currently working with the Dundas Place Manager to assess the most appropriate approach to delivering sidewalk patios on Dundas Place. In 2019, the design of patios will be monitored and evaluated. The Sidewalk Patio Standards Manual is on track to be updated to reflect the preferred standards in 2020.	
			<p>↑ Implement a review of existing by-laws with a risk-based protocol focussing on municipal purposes.</p>	<ul style="list-style-type: none"> DCS 	12/31/23	The Sound/Noise By-law was amended in Q1 of 2019, Public Nuisance By-law was amended in Q3 of 2019. The Property Standards By-law, and Swimming Pool Fence By-law draft amendments are to be reported on by year end of 2019.	
			<p>↑ Conduct focused reviews of all major building processes.</p>	<ul style="list-style-type: none"> DCS 	12/31/23	Will be implementing enhancements to the Building portal. Established a working group with LHBA to improve plan review and inspection processes.	
			<p>↑ Implement continuous improvement initiatives for all major building review processes.</p>	<ul style="list-style-type: none"> DCS 	12/31/23	Will be implementing enhancements to the Building portal. Will allow tracking of review process by applicants. Currently reviewing methods to track revisions received post permit issuance.	
			<p>↑ Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications.</p>	<ul style="list-style-type: none"> DCS 	12/31/21	Purchased software (Bluebeam) to allow for the concurrent electronic plans review. Currently used by selected staff; will be utilized by all staff by early 2020. Enhancements to Permit portal in progress as well.	
			<p>↑ Improve capacity to engage the community and perform regulatory role in the review of development applications.</p>	<ul style="list-style-type: none"> DCS 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Conduct focused reviews of all major development review processes. 	<ul style="list-style-type: none"> DCS 	12/31/23	Lean Six Sigma Plans resulted in established review targets (30 days for standard applications: 15 days for administrative applications) and have reduced resubmissions by nearly half.	
			<ul style="list-style-type: none"> ↑ Implement continuous improvement initiatives for all major development review processes. 	<ul style="list-style-type: none"> DCS 	12/31/23	Site Plans has shifted from a focused Lean Six Sigma review to continuous improvement.	
			<ul style="list-style-type: none"> ↑ Rezone the Hamilton Road Corridor to streamline approval processes. 	<ul style="list-style-type: none"> City Planning 	12/31/19	The rezoning of the Hamilton Road corridor is underway. Staff are amending the zoning to allow for greater flexibility to attract more businesses to vacant buildings, as well as to make it easier to redevelop larger blocks. The rezoning of the Hamilton Road corridor was a recommendation of the Hamilton Road Area Community Improvement Plan. The project is on track to be completed in 2019.	
			<ul style="list-style-type: none"> ↑ Rezone the Lambeth Main Street Corridor to streamline approval processes. 	<ul style="list-style-type: none"> City Planning 	12/31/21	The rezoning of the Lambeth Main Street corridor was a recommendation of the Lambeth Community Improvement Plan. The rezoning project is on track to be completed in 2021.	
			<ul style="list-style-type: none"> ✓ Remove Priority Listings from the Heritage Register. 	<ul style="list-style-type: none"> City Planning 	3/31/19	Updated register presented to Council on July 30, 2019.	
			<ul style="list-style-type: none"> ↑ Heritage Alteration Permit Process Review. 	<ul style="list-style-type: none"> City Planning 	12/31/20		
			<ul style="list-style-type: none"> ✓ Revise the Archaeological holding provision in the Zoning Bylaw. 	<ul style="list-style-type: none"> City Planning 	6/30/20	Amendment approved by City Council on September 17, 2019.	
		<ul style="list-style-type: none"> Improve access and navigation of City services and supports through Service London Business. 	<ul style="list-style-type: none"> ↑ Continue to collaborate with external partners in regulatory workshops. 	<ul style="list-style-type: none"> DCS 	12/31/23		

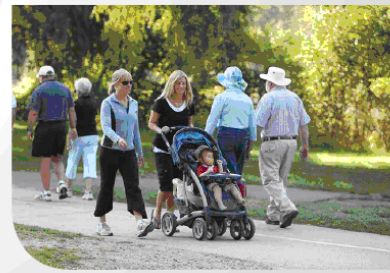
Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Engage internal stakeholders to identify and complete customer journeys. 	<ul style="list-style-type: none"> DCS 	12/31/23		
			<ul style="list-style-type: none"> Create awareness of the Service London Business Hub. 	<ul style="list-style-type: none"> DCS 	12/31/23		
			<ul style="list-style-type: none"> Communicate business success stories to Londoners. 	<ul style="list-style-type: none"> DCS 	12/31/23		
			<ul style="list-style-type: none"> Create awareness of online resources for businesses. 	<ul style="list-style-type: none"> DCS 	12/31/23		
	<ul style="list-style-type: none"> Increase the availability of serviced land in strategic locations 	<ul style="list-style-type: none"> Continue to invest in land acquisition and servicing to recruit and retain new industrial employees. 	<ul style="list-style-type: none"> Update the Industrial Land Development Strategy. 	<ul style="list-style-type: none"> City Planning 	12/31/20		
<ul style="list-style-type: none"> Continue to develop, market and sell industrial land. 			<ul style="list-style-type: none"> DCS 	12/31/23	The City currently has 230 acres of serviced land available. Approximately 49 acres have been sold or are under contract in 2019 (to date). Engineering/planning studies are underway for approximately 300 additional acres.		
<ul style="list-style-type: none"> Support existing and potential industrial clients to create and sustain jobs. 			<ul style="list-style-type: none"> DCS 	12/31/23	Service areas continue to process development applications and building permits for industrial clients. ILDS team will continue to work with LEDC to recruit/retain industrial companies.		
<ul style="list-style-type: none"> Help existing and potential industrial clients to grow the tax base. 			<ul style="list-style-type: none"> DCS 	12/31/23	City staff and LEDC work with a wide variety of industrial clients to grow their business which leads to increased tax base.		
<ul style="list-style-type: none"> Invest in the maintenance and acquisition of industrial land in strategic locations. 			<ul style="list-style-type: none"> DCS 	12/31/23	ILDS team will continue to maintain industrial assets as well as continue due diligence on future industrial lands.		

Introduction

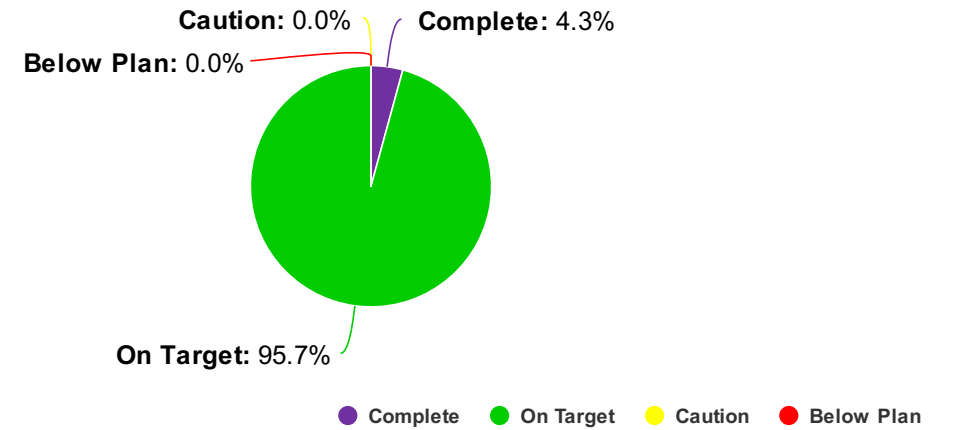
CREATING a Safe London for Women and Girls

OUTCOMES:

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



Creating a Safe London for Women and Girls - Progress



Status Definitions



Complete: Action is done



On Target:

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target end date
- Action is not yet started but is on target to be complete by target end date






Caution:

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date



Below Plan: Action is delayed by 2 quarters or more

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
London has enhanced the potential for women and girls to live safe lives.	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.	 Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation and engagement.	• CMO	9/30/20		
			 Present draft three pillared framework to Council.	• CMO	12/31/20		
			 Implement three pillared framework for public awareness.	• CMO	12/31/21		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<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>Through consultation develop action plan to 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>	<ul style="list-style-type: none"> • CMO 	<p>9/30/20</p>		
			<p>↑ Implement action plan.</p>	<ul style="list-style-type: none"> • CMO 	<p>12/31/20</p>		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<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>↑ Finalize Respectful Workplace Policy and Complaint and Resolution Procedures.</p>	<ul style="list-style-type: none"> • CMO 	<p>12/31/19</p>		
			<p>↑ Implement Respectful Workplace Policy.</p>	<ul style="list-style-type: none"> • CMO 	<p>12/31/23</p>		
			<p>↑ Update Template for Annual Report to City Council and update metrics.</p>	<ul style="list-style-type: none"> • CMO 	<p>12/31/19</p>		
			<p>↑ Annual Report to City Council.</p>	<ul style="list-style-type: none"> • CMO 	<p>12/31/23</p>		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<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>Review current "I Step Forward" and "It Starts with Me" training to update the intimate partner violence and sexual violence sections and include sex trafficking and non-state torture.</p>	<ul style="list-style-type: none"> CMO 	<p>3/31/20</p>	<p>Met with community partners to consult regarding updates and improvements to the training programs.</p>	
			<p>Deliver updated "I Step Forward" and "It Starts with Me" training.</p>	<ul style="list-style-type: none"> CMO 	<p>3/31/20</p>		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture. 	<ul style="list-style-type: none"> • CMO 	3/31/20	Introductory training for managers developed.	
			<ul style="list-style-type: none"> ↑ Deliver Respectful Workplace training. 	<ul style="list-style-type: none"> • CMO 	3/31/20	Introductory training for managers completed in October.	
		<ul style="list-style-type: none"> — Increase the number of women in senior management positions and other positions of power. 	<ul style="list-style-type: none"> ↑ Develop a Mentorship Program for women. 	<ul style="list-style-type: none"> • CMO 	3/31/21		
			<ul style="list-style-type: none"> ↑ Implement Mentorship Program. 	<ul style="list-style-type: none"> • CMO 	12/31/23		
			<ul style="list-style-type: none"> ↑ Review and update current Succession Plan with gender equity lens. 	<ul style="list-style-type: none"> • CMO 	9/30/20		
			<ul style="list-style-type: none"> ↑ Implement Updated Succession Plan. 	<ul style="list-style-type: none"> • CMO 	12/31/23		
		<ul style="list-style-type: none"> — 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. 	<ul style="list-style-type: none"> ↑ Install bus stop amenities. 	<ul style="list-style-type: none"> • LTC 	12/31/23	The recent ICIP funding announcement by the Federal Government included a bus stop amenities program that will see the installation of 60 additional bus shelters (which include solar lighting). Additionally 150 stop locations will be upgraded to include lighting (solar powered) to support safer locations. These two projects will be rolled out over 2020/2021. The LTC has participated on the Safe Cities for Women Working Group over the past 18 months. In addition the LTC utilizes public feedback in determining where to place shelters and uses customer contact information with respect to stops that people feel would benefit from additional lighting.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>✓ Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.</p>	<ul style="list-style-type: none"> • LTC • NCFS 	3/31/20	A Business Case to support Londoners to access affordable public transit where they live and work will be brought forward through the 2020-2023 Multi-Year Budget process.	
			<p>↑ Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.</p>	<ul style="list-style-type: none"> • LTC • NCFS 	12/31/23	A Business Case to support Londoners to access affordable public transit will be implemented pending Council approval of the 2020 - 2023 Multi-Year Budget	
		<p>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.</p>	<p>↑ Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/23		
			<p>↑ Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/23		
			<p>↑ Connect with the VAW agencies annually to update action plan as needed.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<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>Enhance partnerships with local VAW programs and shelters to support a housing first philosophy for rapidly re-housing abused women and children.</p>	<ul style="list-style-type: none"> HSSDH 	<p>12/31/23</p>	<ul style="list-style-type: none"> Homeless Prevention staff have met with local VAW programs twice and have started conversations on the process to support a Housing first/rapid re-housing support model for abused women and children. This will include realignment of resources to provide housing finder, housing stability workers and supplements to VAW shelter participants to promote their housing stability. 	
		<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>Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.</p>	<ul style="list-style-type: none"> HSSDH 	<p>12/31/23</p>		
			<p>Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.</p>	<ul style="list-style-type: none"> HSSDH 	<p>12/31/23</p>		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Connect with the VAW agencies annually to update action plan as needed.</p>	<ul style="list-style-type: none"> • HSSDH 	12/31/23		
		<p>Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.</p>	<p>↑ Assess outcomes of LPS involvement in Street Level Women at Risk (SLWAR) community plan.</p>	<ul style="list-style-type: none"> • LPS 	6/30/20		
			<p>↑ Refer Persons at Risk (history/risk of survival sex work/trafficking) to Street Level Women at Risk (SLWAR) when intake is available.</p>	<ul style="list-style-type: none"> • LPS 	12/31/19		
			<p>↑ Collaboratively work with local agencies to work towards solutions for Persons at Risk (history/risk of survival sex work/trafficking).</p>	<ul style="list-style-type: none"> • LPS 	12/31/19		
			<p>↑ Collaboratively work with local agencies to assist trafficked women to exit their situation and to prosecute those responsible.</p>	<ul style="list-style-type: none"> • LPS 	12/31/19	Members from the LPS Human Trafficking Unit meet consistently with external community partners to assist trafficked women to exit their situation.	
			<p>↑ Work with neighbouring police services to combat Human Trafficking across jurisdictions.</p>	<ul style="list-style-type: none"> • LPS 	12/31/19	A significant multi-jurisdictional Human Trafficking investigation was conducted in July 2019. The LPS is also continuing to assist the OPP with an ongoing Human Trafficking investigation.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<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>↑ Investigate Global Every Woman Treaty.</p>	<ul style="list-style-type: none"> • CMO 	6/30/20		
			<p>↑ Develop advocacy strategies regarding Global Every Woman Treaty.</p>	<ul style="list-style-type: none"> • CMO 	12/31/20		
			<p>↑ Support advocacy regarding the Global Every Woman Treaty with AMO, FCM and other provincial associations, the governments of each province and the federal government.</p>	<ul style="list-style-type: none"> • CMO 	6/30/23		
		<p>Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.</p>	<p>↑ Include male violence against women and girls as a standing item on the Town and Gown Committee agenda.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23		
			<p>↑ Update the Town and Gown Committee on community initiatives, such as UN Safe Cities Initiative, addressing male violence against women and girls.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Recognize the safety of women and girls in preparing operational plans involving near-campus issues.</p>	<ul style="list-style-type: none"> DCS 	12/31/23		
		<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>✓ Update London Community Grants Program Policy to align with Council's Strategic Plan Strategic Areas of Focus.</p>	<ul style="list-style-type: none"> NCFS 	6/30/19	<p>Council approved an updated London Community Grants Program (LCGP) Policy on April 23, 2019 that aligned to Council's 2019 - 2023 Strategic Plan.</p> <p>The LCGP Community Review Panel includes up to three community members who are subject matter experts in Council's Strategic Areas of Focus. One of the panel members is a subject matter expert in Creating a Safe Space for Women and Girls.</p>	
			<p>↑ Support organizations to apply for the London Community Grants Program and other municipal funding opportunities.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	<p>As part of the LCGP process, City Staff met with interested organizations to support them in the application process. If successful, staff continue to support organizations throughout the duration of the grant.</p>	
			<p>↑ Support Anova to complete UN Safe Cities Interim Report.</p>	<ul style="list-style-type: none"> CMO 	3/31/20	<p>The City of London and Anova are working collaboratively with a community steering committee to develop an interim UN Safe Cities Report to Council.</p>	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Support Anova in completion of final draft scoping study and next steps to Council for consideration. 	<ul style="list-style-type: none"> CMO 	6/30/20		
			<ul style="list-style-type: none"> Support Anova in the implementation of next steps as outlined in UN Safe Cities Interim Report. 	<ul style="list-style-type: none"> CMO 	12/31/23		
			<ul style="list-style-type: none"> Pending Council direction, support implementation of UN Safe Cities Initiative. 	<ul style="list-style-type: none"> CMO 	12/31/23		
		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Develop Trauma and Violence Lens. 	<ul style="list-style-type: none"> CMO 	12/31/20		
			<ul style="list-style-type: none"> Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures. 	<ul style="list-style-type: none"> CMO 	6/30/23		
			<ul style="list-style-type: none"> Apply Trauma and Violence Lens to implementation of Council's 2019-2023 Strategic Plan. 	<ul style="list-style-type: none"> CMO 	12/31/23		

Introduction

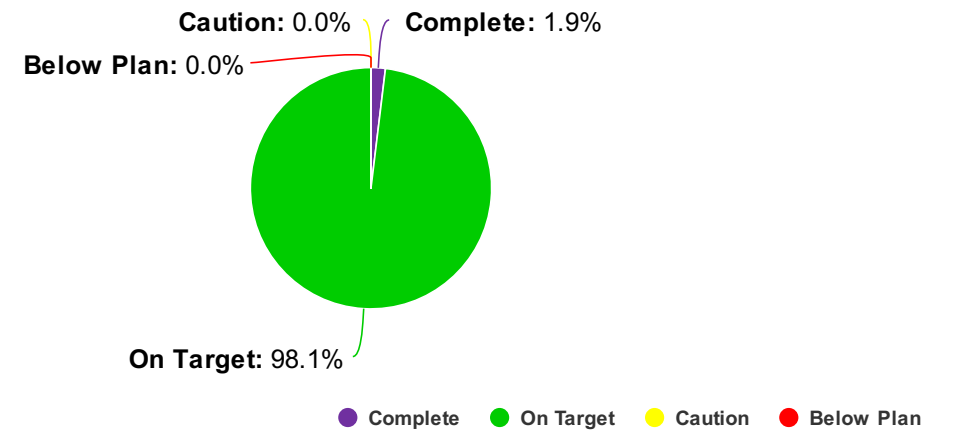
LEADING in Public Service

OUTCOMES:

- The City of London is trusted, open, and accountable in service of our community.
- Londoners experience exceptional and valued customer service.
- The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.



Leading in Public Service - Progress



Status Definitions



Complete: Action is done



On Target:

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target end date
- Action is not yet started but is on target to be complete by target end date









Caution:

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date



Below Plan: Action is delayed by 2 quarters or more

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
The City of London is trusted, open, and accountable in service of our community.	Increase opportunities for residents to be informed and participate in local government	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	 Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement.	<ul style="list-style-type: none"> CMO 	12/31/20	The Communications Team has developed an initial framework for the overall plan. Draft strategies have been completed for Social Media and Media Relations.	
			 Implement the Corporate Communications Strategy.	<ul style="list-style-type: none"> CMO 	12/31/23		
			 Develop and deliver a media relations training module.	<ul style="list-style-type: none"> CMO 	12/31/23	A pilot training session has been developed and will be launched before the end of 2019.	
			 Establish and facilitate an internal public engagement forum.	<ul style="list-style-type: none"> CMO 	12/31/23	An internal forum was created, bringing together people who have responsibility for public engagement initiatives. Three sessions will be held by the end of 2019.	
			 Create a standardized survey to measure resident satisfaction with public engagement.	<ul style="list-style-type: none"> CMO 	12/31/23		
			 Complete a City Planning Outreach and Education Strategy.	<ul style="list-style-type: none"> City Planning 	12/31/21	Staff are currently doing best practice research and conducting a variety of engagement activities for the City Planning Education and Outreach Strategy. The Strategy is on track to be completed in 2021.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Implement the City Planning Outreach and Education Strategy.</p>	<ul style="list-style-type: none"> City Planning 	12/31/23	Staff are currently doing best practice research and conducting a variety of engagement activities for the City Planning Education and Outreach Strategy. In 2019, staff have undergone a variety of education and outreach activities including working with school groups, organizing workshops and panel discussions and investigating the use of different digital engagement tools. The Strategy is on track to be completed by 2021 and the implementation will follow.	
			<p>↑ Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	Targeted engagement strategies included: <ul style="list-style-type: none"> Developing engagement committees Hiring Cultural Connectors Translating promotional materials Delivering pop up events in neighbourhoods with previously low participation Circulating promotional information to Ontario Works participants Posting ads on LTC buses 	
			<p>↑ Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates.</p>	<ul style="list-style-type: none"> F&CS 	12/31/23	A comprehensive engagement strategy has been developed and is currently being implemented, with more than half a dozen communications channels available for the public to provide feedback on the Multi-Year Budget.	
			<p>↑ Partner with community organizations for enhanced engagement through the Multi-Year Budget process.</p>	<ul style="list-style-type: none"> F&CS 	12/31/23	Civic Administration continues to actively partner with community organizations to promote and obtain feedback on the Multi-Year Budget, contributing to more than 1,000 resident interactions for the 2019 Budget Update.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<p>Improve public accountability and transparency in decision making</p>	<p>Measure and publicly report on corporate performance.</p>	<p>↑ Compile and submit data for defined measures.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23	<p>The 2018 MBNCanada performance report was released on November 1, 2019 and can be accessed at: http://mbncanada.ca/. On the whole, London performed on par with national partners in the 36 service areas reported.</p>	
<p>↑ Update actions and metrics identified in Council's Strategic Plan.</p>			<ul style="list-style-type: none"> • CMO 	12/31/23	<p>The first Strategic Plan progress report goes to the Strategic Priorities and Policy Committee on November 25, 2019.</p>		
<p>↑ Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public.</p>			<ul style="list-style-type: none"> • CMO 	12/31/23	<p>In the 2019 Citizen Satisfaction Survey:</p> <ul style="list-style-type: none"> • 38% of respondents mentioned transportation as the most important issue • 93% of respondents believe that quality of life is good • 90% of respondents believe London is welcoming • 89% of respondents satisfied with City services 		
		<p>Increase access to information to support community decision making.</p>	<p>↑ Conduct review of City's Open Data initiative.</p>	<ul style="list-style-type: none"> • CMO 	12/31/19	<p>In 2019, the Open Data Working Group was reconvened and has taken steps towards releasing a new Open Data Portal by the end of 2019.</p>	
<p>↑ Launch City data in a visual and user friendly format.</p>			<ul style="list-style-type: none"> • CMO 	12/31/19			
<p>↑ Identify and approve new datasets for release.</p>			<ul style="list-style-type: none"> • CMO 	12/31/23			
<p>↑ Survey community to prioritize datasets for release.</p>			<ul style="list-style-type: none"> • CMO 	12/31/23			

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<ul style="list-style-type: none"> Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable 	<ul style="list-style-type: none"> This strategy must be developed in partnership with Indigenous peoples, including local First Nations. 	<ul style="list-style-type: none"> ↑ Deliver training sessions - Intercultural Competency Program to City of London Employees. 	<ul style="list-style-type: none"> • CMO 	12/31/23	90% of managers have completed phase 1 of training.	
<ul style="list-style-type: none"> ↑ Actions to be developed in partnership with Indigenous peoples, including local First Nations. 			<ul style="list-style-type: none"> • CMO 	12/31/23			
<ul style="list-style-type: none"> ↑ Implementation of reconciliation plan. 			<ul style="list-style-type: none"> • MLHU 	12/31/23	Hosting an Indigenous master's student placement from Oneida, working on data-sharing agreements with First Nations, will be setting up a joint Healthy Babies Healthy Children (HBHC) group that brings together MLHU nurses and nurses from the HBHC programs in the 3 First Nations. Contribute to development of Truth and Reconciliation 2-day workshop for community leaders.		
<ul style="list-style-type: none"> ↑ Health equity staff capacity building. 			<ul style="list-style-type: none"> • MLHU 	12/31/23	Having an elder come in to put on 3 Indigenous spiritual wellness days, ICS and Bystander to ally training also ongoing.		
<ul style="list-style-type: none"> ↑ Hire an Indigenous Relations position. 			<ul style="list-style-type: none"> • CMO 	6/30/20			
<ul style="list-style-type: none"> ↑ Develop an internal mechanism to identify and track City-led initiatives supporting reconciliation. 			<ul style="list-style-type: none"> • CMO 	12/31/20			

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	<p>Increase the effectiveness of London's strategic advocacy</p>	<p>Promote London's intergovernmental priorities through Municipal Associations.</p>	<p>Support London's representatives on the boards of various municipal associations.</p>	<ul style="list-style-type: none"> CMO 	<p>12/31/23</p>	<p>Supporting Councillor Hopkins (AMO Board, Chair of Large Urban Caucus) and Councillor Morgan (FCM Board), and Mayor Holder (BCMC, LUMCO).</p>	
		<p>Increase the awareness of, and support of, Council's strategic advocacy priorities.</p>	<p>Develop 2019-2023 Strategic Advocacy Framework.</p>	<ul style="list-style-type: none"> CMO 	<p>6/30/20</p>		
			<p>Implement 2019-2023 Strategic Advocacy Framework.</p>	<ul style="list-style-type: none"> CMO 	<p>12/31/23</p>		
<p>Londoners experience exceptional and valued customer service.</p>	<p>Increase community and resident satisfaction of their service experience with the City</p>	<p>Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.</p>	<p>Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.</p>	<ul style="list-style-type: none"> NCFS P&R 	<p>12/31/21</p>	<p>In 2019:</p> <ul style="list-style-type: none"> New literacy elements were added at Kinsmen Recreation Community Centre and Byron Optimist Community Centre contributing to welcoming spaces where people can gather and connect. Free menstrual products are now available at all Community Centres. A hearing loop, which is a sound system for people that are hearing impaired, was added in the Kinsmen Recreation Community Centre computer lab to assist with accessibility. New opportunities for newcomers to gather and connect (cooking program, conversation group) were added at Hamilton Road Seniors Centre and Community Centre. 	
			<p>Continue research and engagement to identify new and emerging program trends.</p>	<ul style="list-style-type: none"> NCFS P&R 	<p>12/31/23</p>	<p>A number of trends were identified including: increased demand for unstructured programming, increased demand for seniors physical activity programs, and increased demand for youth leadership opportunities.</p>	








Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	<p>Utilize the recreation program reminder emails as a marketing tool to update customers on important things happening or departmental changes (i.e. upcoming registration dates, service disruptions, extended hour times and locations, new build updates and opportunities to participate in public feedback forums).</p> <p>Cycling marketing messaging at the bottom of receipts.</p> <p>Expanded use of the autocall system to keep customers up to date in real time about program changes, additions and modifications and to inform them of upcoming opportunities where permitted under provincial and federal legislation.</p> <p>Rebranding Spectrum Catalogue to Recreation Activity Guide to provide clarity for people searching for Recreation Programs.</p>	
	<p>▬ Increase responsiveness to our customers</p>	<p>▬ Research and respond to emerging planning trends and issues.</p>	<p>↑ Report on and respond to legislative changes.</p>	<ul style="list-style-type: none"> • City Planning 	12/31/23	<p>All planning legislation changes affecting planning in London have been reported to City Council, including the More Homes, More Choice Act (Bill 108) and draft changes to the Provincial Policy Statement.</p>	
<p>↑ Report on and recommend action for emergent planning issues.</p>			<ul style="list-style-type: none"> • City Planning 	12/31/23	<p>Issues are reviewed and reported on as they arise. Actions will be taken to continue to adapt to changing legislation and policy.</p>		
<p>↑ Continue to develop customer service training initiatives.</p>		<p>▬ Streamline customer intake and follow-up across the corporation.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23			
<p>↑ Develop survey strategy for relevant customer service counters.</p>			<ul style="list-style-type: none"> • CMO 	12/31/23			

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Track service request planned completion data in Dynamics CRM. 	<ul style="list-style-type: none"> CMO 	12/31/23		
			<ul style="list-style-type: none"> Monitor and Report outcome measures to the Ministry of Children, Community, and Social Services. 	<ul style="list-style-type: none"> HSSDH 	6/30/20		
			<ul style="list-style-type: none"> Monitor and update Ontario Works service delivery model. 	<ul style="list-style-type: none"> HSSDH 	12/31/23	The City of London Social Services continues to reorganize resources in order to deliver the best possible service to clients while being responsive to the priorities of the Ministry of Children, Community, and Social Services.	
			<ul style="list-style-type: none"> Implement continuous improvement initiatives for all major development and building permit review processes. 	<ul style="list-style-type: none"> DCS 	12/31/23	Permit applications now classified based on scope of work. Working towards exclusive electronic permitting process where concurrent reviews can take place, reducing the overall review process timeframes.	
	<ul style="list-style-type: none"> Increase efficiency and effectiveness of service delivery 	<ul style="list-style-type: none"> Implement customer service standards. 	<ul style="list-style-type: none"> Monitor and track Service Request Records. 	<ul style="list-style-type: none"> CMO 	12/31/23		
<ul style="list-style-type: none"> Increase awareness of customer service information and standards. 			<ul style="list-style-type: none"> CMO 	12/31/23			
		<ul style="list-style-type: none"> Conduct targeted service reviews. 	<ul style="list-style-type: none"> Conduct targeted zero-based budget reviews annually. 	<ul style="list-style-type: none"> F&CS 	9/30/23	At least 8 zero-based reviews were completed in 2019, 6 of which resulted in savings of more than \$680,000 to contribute to the Corporation's service review target, with savings from the others being reallocated to address other emerging budget needs.	
<ul style="list-style-type: none"> Conduct targeted additional reviews annually. 			<ul style="list-style-type: none"> F&CS 	12/31/23	2 additional reviews were completed that identified \$350,000 to be contributed to the Corporation's service review target.		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Update Council on the service review program through the annual Service Review Update report.</p>	<ul style="list-style-type: none"> F&CS 	12/31/23	The 2019 Service Review Initiatives Update report was presented to the Strategic Priorities and Policy Committee on September 30, 2019, which provided an overview of the initiatives that were undertaken during the year that resulted in the Corporation exceeding its \$1 million service review target for 2019.	
		<p>— Promote and strengthen continuous improvement practices.</p>	<p>↑ Implement Continuous Improvement Framework.</p>	<ul style="list-style-type: none"> CMO 	12/31/23	Development Services has made significant success in implementing the Continuous Improvement framework, which has translated to increased efficiency in site plan consultation and applications.	
			<p>↑ Provide City of London staff with knowledge, tools and resources to build and support a culture of continuous improvement.</p>	<ul style="list-style-type: none"> CMO 	12/31/23	227 Employees have received formal Lean training. Standard work, visual management and team huddles have been implemented in some Service Areas giving employees the tools to improve service delivery. The City has worked collaboratively to include ABCs in order to increase their Lean capacity supporting a culture of Continuous Improvement.	
			<p>↑ Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects.</p>	<ul style="list-style-type: none"> CMO 	12/31/23	Team Huddles and rapid improvement events are two methods through which teams identify and implement improvements. To date Team Huddles have been implemented in 3 Service Areas and 8 rapid improvements are in progress or have been completed across the Corporation. 80 Employees have been engaged in rapid improvements within their Service Areas.	
			<p>↑ Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades.</p>	<ul style="list-style-type: none"> F&CS 	9/30/23	Multiple processes have been reviewed which include locations for Ontario Works re-payments, process for on-boarding new staff, file transfer protocol between the City and Scotiabank, and the signing authority process.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Update and operationalize process improvements. 	<ul style="list-style-type: none"> F&CS 	12/31/23	Multiple process improvements have been implemented to date in 2019, primarily aimed at improving customer experience and modernization for Finance's internal and external clients, which include the introduction of additional locations for Ontario Works re-payments, streamlining documentation required to support new staffing positions, change to file transfer protocol (Scotia Connect), and digitizing signing authority process.	
			<ul style="list-style-type: none"> Support internal and external customers to complete continuous improvement projects. 	<ul style="list-style-type: none"> CMO 	12/31/23	72 Improvements have been implemented throughout the Corporation. Improvements can be generated at team huddles or rapid improvement events involving Leadership and staff.	
		<ul style="list-style-type: none"> Demonstrate leadership and accountability in the management and provision of quality programs, and services. 	<ul style="list-style-type: none"> Report the results of satisfaction with City services to Council annually. 	<ul style="list-style-type: none"> CMO 	9/30/23	The 2019 Citizen Satisfaction Survey indicates 89% satisfaction with City services. This was reported to the Strategic Priorities and Policy Committee on August 26, 2019.	
			<ul style="list-style-type: none"> Participate in national benchmarking initiative. 	<ul style="list-style-type: none"> CMO 	12/31/23	The City participates in the Municipal Benchmarking Network of Canada, a partnership between Canadian municipalities who believe in the power of measurement to inspire continuous improvement in the delivery of services to our communities.	
			<ul style="list-style-type: none"> Include "customer service objective" as a component of individual performance plans. 	<ul style="list-style-type: none"> CMO 	12/31/23		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Train employees on Continuous Improvement practices. 	<ul style="list-style-type: none"> • CMO 	12/31/23	Varying degrees of Lean training have been developed and made available to all employees and Leaders within the Corporation. Leader Orientation, White and Yellow Belt training are offered through i-Learn. Our continuous improvement website now features a method that employees can use to suggest opportunities for improvement and solutions to be implemented. Leader standard work, team huddles and audits have been implemented to support sustainability of improvements.	
		<ul style="list-style-type: none"> ▬ Accommodate long-term space needs for the City of London and optimize service delivery locations. 	<ul style="list-style-type: none"> ↑ Develop Business Case for the consolidation of Civic Administrative Space for inclusion in the 2020-2023 Multi-year Budget. 	<ul style="list-style-type: none"> • F&CS 	12/31/19	A business case to develop new administrative space and consolidate occupancy through the implementation of a master accommodation plan will be included in the 2020-2023 Multi-Year Budget for Council's consideration.	
		<ul style="list-style-type: none"> ▬ Improve animal welfare by encouraging more animal adoption. 	<ul style="list-style-type: none"> ↑ Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals. 	<ul style="list-style-type: none"> • DCS 	12/31/23	Partnered with 2 additional animal rescues in 2019. Now at a total of 25 Approved Fostering Organizations that engage in City of London Animal Welfare programs. Additionally the City has involvement in three adoption locations. Two operated by LACC 1) 121 PineValley Blvd., 2) 756 Windermere Rd. (Catty Shack), 3) Space at Oxbury Mall - operated by Art 4 Animals.	
		<ul style="list-style-type: none"> ▬ Improve residents' satisfaction with winter road and sidewalk maintenance. 	<ul style="list-style-type: none"> ↑ Execute winter maintenance level of service. 	<ul style="list-style-type: none"> • EES 	6/30/23	Budget business case prepared for greater winter maintenance support.	
			<ul style="list-style-type: none"> ↑ Implement communications and education related to service levels. 	<ul style="list-style-type: none"> • EES 	6/30/22	Preparation of communications strategies for the upcoming season is underway.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	Reduce barriers to access city services and information	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	 Develop and implement processes for better information sharing across Service Areas; including tracking cross functional teams, and tools for collaboration.	• CMO	12/31/23		
 Track and update Social Services / Housing training tracking report.			• HSSDH	12/31/23	Through the partnership with Homeless Prevention, Housing division staff attended training focused on Trauma Informed Approach, Healing Centered Engagement and Self Care and Motivational Interviewing.		
 Participate in annual inter-departmental initiatives to enhance customer service.			• HSSDH	12/31/19	<p>New connectivity and collaboration between Housing, Homeless Prevention, and Social Services has resulted in the opportunity to identify and support some of the community's most vulnerable in more effective ways.</p> <p>Through an innovative partnership between Social Services and Finance and Corporate Services, those on Social Assistance have benefited from an expanded Cheque Encashment program that increased protections against fraudulent activity and provided alternatives for clients to cash their cheques other than a pay day loan establishment.</p>		
	Implement the 2018 to 2021 Multi Year Accessibility Plan.		 Annual Status Updates.	• CMO	12/31/19	2018 annual status report completed.	
 Accessibility Compliance Report.			• CMO	12/31/23	2018 annual compliance report completed.		
 Develop 2022 - 2025 Multi Year Accessibility Plan.			• CMO	12/31/21			
 Implement 2022 - 2025 Multi Year Accessibility Plan.			• CMO	12/31/23			

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Implement ways to improve access to services and information. 	<ul style="list-style-type: none"> Collaborate with departments and divisions in bringing additional services to customer service counters. 	<ul style="list-style-type: none"> P&R CMO 	12/31/23	<p>Introduced acceptance of payments for Parks Planning Commemorative Program at 7 customer service counters.</p> <p>Introduced acceptance of payments for Forestry Tree Permits at 7 customer service counters.</p> <p>Expanded Ontario Works/Discretionary Benefits repayments from Citi Plaza to 2 other customer service locations (South London Community Pool and North London Optimist Community Centre).</p>	
			<ul style="list-style-type: none"> Engage internal stakeholders in translating tools and resources. 	<ul style="list-style-type: none"> CMO 	12/31/23		
			<ul style="list-style-type: none"> Continue to implement Service London initiatives. 	<ul style="list-style-type: none"> CMO 	12/31/23	CRM / Portal Enhancements 2.0 Complete; CRM Phase 5 targeting Q4, 2019 Completion.	
			<ul style="list-style-type: none"> Increase education about and awareness and use of service channels to make sure that people are getting the service they need when they need it. 	<ul style="list-style-type: none"> CMO 	12/31/23		
			<ul style="list-style-type: none"> Develop a policy for use of digital billboards and promote their availability. 	<ul style="list-style-type: none"> CMO 	12/31/23	A policy guiding the use of digital billboards has been created.	
	<ul style="list-style-type: none"> Increase the use of technology to improve service delivery 	<ul style="list-style-type: none"> Continue to maintain, build, and enhance a high-performing and secure computing environment. 	<ul style="list-style-type: none"> Review, investigate and successfully resolve technical service requests and incidents. 	<ul style="list-style-type: none"> CMO 	12/31/19	Information technology services (ITS) successfully resolved 15,869 service requests and 5,635 incidents ensuring the delivery of a high performing and secure computing environment.	
			<ul style="list-style-type: none"> Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment. 	<ul style="list-style-type: none"> CMO 	12/31/19	ITS delivered 35,585 technological tasks resulting in the 99.97% availability of our core computing environment.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>After each customer interaction through the incident and service request processes, ITS requests qualitative feedback on service performance. ITS receives over 2000 responses per year that are reviewed and analyzed to support service improvement.</p> <p>↑</p>	• CMO	12/31/19	ITS achieved a 97.7% customer satisfaction rating based on 3,493 survey responses.	
The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.	<p>— Increase the diversity of the city's workforce</p>	<p>— Update and implement an Equity and Inclusion Plan.</p>	<p>Update to City Council - metrics and activities associated with workforce diversity/demographics and the implementation of the Workplace Diversity and Inclusion Plan.</p> <p>↑</p>	• CMO	3/31/23	Update reports to City Council completed.	
			<p>↑ Develop and Finalize updated 2021 to 2026 Equity and Inclusion Plan .</p>	• CMO	12/31/20		
			<p>↑ Implement updated 2021 to 2026 Equity and Inclusion Plan.</p>	• CMO	12/31/26		
	<p>— Attract and retain a talented workforce</p>	<p>— Develop and implement a People Plan.</p>	<p>↑ Develop and Finalize People Plan and Metrics.</p>	• CMO	3/31/20	People Plan employee input survey, focus groups and data collection completed.	
			<p>↑ Implement People Plan.</p>	• CMO	12/31/23		
	<p>— Maintain a safe and healthy workplace</p>	<p>— Develop and implement a People Plan.</p>	<p>↑ Develop and Finalize People Plan and Metrics.</p>	• CMO	3/31/20		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> Implement People Plan. 	<ul style="list-style-type: none"> CMO 	3/31/20		
	<ul style="list-style-type: none"> Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term 	<ul style="list-style-type: none"> Plan, conduct, and support annual internal and external audits. 	<ul style="list-style-type: none"> Support external auditors through the financial statement audit process. 	<ul style="list-style-type: none"> F&CS 	6/30/23	2018 year end audit completed and signed off June 26, 2019 by the City's external auditor, with 2019 year end planning already underway with the external auditor.	
<ul style="list-style-type: none"> Support internal auditors in executing the internal audit plan. 			<ul style="list-style-type: none"> F&CS 	12/31/23	6 internal audits are underway by Deloitte as outlined in the approved 2019 internal audit plan.		
		<ul style="list-style-type: none"> Continue to ensure the strength and sustainability of London's finances. 	<ul style="list-style-type: none"> Complete annual review process by Moody's Investor Services. 	<ul style="list-style-type: none"> F&CS 	12/31/23	The 2019 Moody's review has been completed, with the City of London retaining the Aaa credit rating for the 43rd consecutive year.	
<ul style="list-style-type: none"> Develop and approve the 2020-2023 Multi-Year Budget and annual updates. 			<ul style="list-style-type: none"> F&CS 	3/31/23	Development of the 2020-2023 Multi-Year Budget is currently well underway, with tabling of the budget expected at the Strategic Priorities and Policy meeting on December 9, 2019.		
<ul style="list-style-type: none"> Implement the Corporation's approved financial policies. 			<ul style="list-style-type: none"> F&CS 	12/31/23	The Corporation's financial policies continue to be reviewed annually, and adherence with those policies is monitored on an ongoing basis.		

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Establish and monitor targets for reserves and reserve funds. 	<ul style="list-style-type: none"> Report to Council on the establishment and monitoring of reserve and reserve fund targets. 	<ul style="list-style-type: none"> F&CS 	12/31/23	Targets have been established for the Corporation's reserves where appropriate, while targets for the Capital Asset Renewal and Replacement category of reserve funds will be brought forward for Council's consideration in 2020.	
		<ul style="list-style-type: none"> Maximize investment returns, adhering to the City's investment policy. 	<ul style="list-style-type: none"> Implement and monitor the City's investment strategy. 	<ul style="list-style-type: none"> F&CS 	12/31/23	A comprehensive investment strategy has been developed and is in the process of being implemented with the aim of enhancing investment returns while still maintaining liquidity and security of the capital invested.	
			<ul style="list-style-type: none"> Update Council on investment performance through the annual Investment Report. 	<ul style="list-style-type: none"> F&CS 	9/30/23	The 2018 Investment Report was received by Council on July 30, 2019.	
		<ul style="list-style-type: none"> Review and update the City's financial strategic planning, principles, and policies. 	<ul style="list-style-type: none"> Review the Corporation's financial policies annually. 	<ul style="list-style-type: none"> F&CS 	6/30/23	The Corporation's financial policies continue to be reviewed annually, and adherence with those policies is monitored on an ongoing basis.	
			<ul style="list-style-type: none"> Update the Corporation's Strategic Financial Plan. 	<ul style="list-style-type: none"> F&CS 	12/31/21	Preliminary work has commenced on the update to the Corporation's Strategic Financial Plan.	
		<ul style="list-style-type: none"> Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan. 	<ul style="list-style-type: none"> Develop and approve the 2020-2023 Multi-Year Budget and annual updates. 	<ul style="list-style-type: none"> F&CS 	3/31/23	Development of the 2020-2023 Multi-Year Budget is currently well underway, with tabling of the budget expected at the Strategic Priorities and Policy meeting on December 9, 2019.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<ul style="list-style-type: none"> ↑ Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports. 	<ul style="list-style-type: none"> • F&CS 	12/31/23	Semi-annual operating and capital budget monitoring reports completed, with the 2019 Mid Year Operating and Capital Monitoring reports presented to the Corporate Services Committee on September 24, 2019.	
		<ul style="list-style-type: none"> — Adhere to City of London limit on authorized debt (internal debt cap). 	<ul style="list-style-type: none"> ↑ Review the City's internal debt cap annually. 	<ul style="list-style-type: none"> • F&CS 	12/31/23	The Corporation continues to adhere to its current internal property tax supported debt cap of \$26 million/year on average.	
			<ul style="list-style-type: none"> ↑ Develop and approve the 2020-2023 Multi-Year Budget and annual updates. 	<ul style="list-style-type: none"> • F&CS 	3/31/23	Development of the 2020-2023 Multi-Year Budget is currently well underway, with tabling of the budget expected at the Strategic Priorities and Policy meeting on December 9, 2019.	
		<ul style="list-style-type: none"> — Develop tax policy to align with Council priorities of the Strategic Plan. 	<ul style="list-style-type: none"> ✓ Report out to Council on the impact of tax policy on property classes. 	<ul style="list-style-type: none"> • F&CS 	6/30/19	2019 Tax Policy approved by Municipal Council on May 7, 2019.	
			<ul style="list-style-type: none"> ↑ Develop future tax policy objectives. 	<ul style="list-style-type: none"> • F&CS 	6/30/20	Civic Administration brought forward a report to the Corporate Services Committee on October 22, 2019, which addressed a number of items that may impact tax policy such as ratio setting for the farm property class, parking and vacant land, and subclass reductions.	
			<ul style="list-style-type: none"> ↑ Implement tax policy through the setting of property class tax ratios. 	<ul style="list-style-type: none"> • F&CS 	6/30/23	2019 Tax Policy approved by Municipal Council on May 7, 2019 which set tax ratios for 2019.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
	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.	Digital solutions are reviewed and ranked by the Corporate IT steering committee through an established criteria and process. Digital solutions are then managed and updated through the ITS project management methodology across the project lifecycle: Initiation, Planning, Execution, Monitoring and Closing.	• CMO	12/31/19	ITS has delivered 33 digital solutions in 2019 improving corporate efficiency and effectiveness.	
			As part of the ITS project management methodology, all ITS projects require the completion of a lessons learned review for the purpose of enhancing project management.	• CMO	12/31/19	Through a Deloitte audit, ITS has been identified as a Corporate leader in Project Management. ITS has delivered 33 lessons learned reviews in 2019.	
			As part of the ITS project management methodology, all ITS application projects undergo a success review to address the connection of project scope to delivered solutions through an Efficiency and Effectiveness lens.	• CMO	12/31/19	A monthly report highlighting the completed application projects is presented Information Technology Steering Committee (ITSC).	
			All ITS resources are expected to account for labour on an hourly basis. This process allows for a labour focus aggregation and review from which management then makes allocation decisions to maximize project labour without impacting operations.	• CMO	12/31/19	ITS line managers, Business System Analysts and Hardware Service Technicians must account for their time on an hourly basis based on task assignment. This insight into labour allocation allows for focused follow-up should time waste be occurring while also providing aggregated information to support business planning, scheduling and strategic pivots.	

Outcome	Expected Results	Strategy	Actions	Service Area	Target End Date	Accomplishments	Variance
			<p>↑ Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Paperless trials).</p>	<ul style="list-style-type: none"> • L&CS 	12/31/19		
			<p>↑ Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Disclosure requests available electronically).</p>	<ul style="list-style-type: none"> • L&CS 	12/31/19		
			<p>↑ Develop foundational requirements for converting to digital application tracking from manual processes.</p>	<ul style="list-style-type: none"> • DCS 	3/31/20	RFP completed and consultant retained to establish foundational requirements to move to digital tracking.	
			<p>↑ Complete foundational requirements for converting to digital application tracking from manual processes.</p>	<ul style="list-style-type: none"> • DCS 	12/31/20	RFP completed and consultant retained to establish foundational requirements to move to digital tracking.	
			<p>↑ Implement preferred software solution for digital application tracking.</p>	<ul style="list-style-type: none"> • DCS 	6/30/23	Work with vendor to identify a solution once existing processes and business requirements document completed.	



REPORT TO THE COMMUNITY

2019



INTRODUCTION



In April 2019, London City Council approved their 2019-2023 Strategic Plan. This plan includes a vision for London as, “A leader in commerce, culture, and innovation - our region’s connection to the World.” Council has committed to focus on Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service. The specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together are outlined in the Strategic Plan.



The City of London is committed to reporting regularly on progress towards implementing the Strategic Plan. This Report to the Community highlights a number of accomplishments over the past year.



MESSAGE FROM THE MAYOR



On behalf of London City Council, I am proud to present our 2019 Report to the Community.

Earlier this year, following a robust period of public consultation, Council approved a thoughtful and ambitious strategic plan to guide our work over the next four years. We have committed to Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service. Council takes great pride in delivering on these goals and aspirations, and we hope this document serves as a testament to that ongoing commitment.

Months after approving our Strategic Plan, the City of London secured funding commitments worth nearly one-quarter of a billion dollars from the provincial and federal governments to help cover costs associated with ten transformative transportation projects. This represents the largest infrastructure investment in London's history, and will dramatically enhance how people get around our city, making roads safer while easing congestion.

London, as we know, is a kind, caring, and compassionate city. Those values are reflected in the approach of the 'Core Area Action Plan' which aims to assist London's most vulnerable, along with area businesses, while also addressing social and safety issues in the downtown and Old East Village.

While there is an urgency associated with this work, it's also important to recognize our collective successes. Several examples are contained in the 2019 Citizen Satisfaction Survey which shows 93% of respondents believe that quality of life is good in London, 90% of respondents believe London is welcoming, and 89% of respondents are satisfied with City services.

We have much to celebrate, and much still left to accomplish. We present our 2019 Report to the Community with humility and enthusiasm, and we look forward to the work we will do together on behalf of all Londoners.

Ed Holder
Mayor, City of London



STRENGTHENING our Community

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

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

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

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

LONDONERS HAVE ACCESS TO THE SUPPORTS THEY NEED TO BE SUCCESSFUL

- Through discussions with the Housing Development Corporation (HDC) and Housing proponents, 43 units have been identified for homeless prevention use. This includes 10 units for veterans experiencing homelessness and 33 units for supportive housing for people on the Homeless Prevention's By-Name List.
- Through the vulnerable occupancy response program, the Middlesex London Health Unit and its partners responded in a timely fashion to all notifications of incidents involving vulnerable occupancies and health hazards.
- Ongoing programming with First Nations and Indigenous service partners is underway at the London Public Library, including a Truth & Reconciliation Speaker Series that aims to strengthen relationships, deepen understanding and prompt action towards reconciliation and resolution of critical Indigenous and Canadian issues.

- The Child and Youth Network is making progress on many fronts. London's Good Food Box project is distributing 350 boxes each month across 12 host sites in priority neighbourhoods. Baby's Book Bag continues to be implemented across London, providing meaningful literacy-rich information and messages about the importance of literacy to approximately 1200 families. The Grade 5 ACT-i-Pass program has over 1700 students registered to access free recreational programming from eight service providers for the current school year.
- As of May, London for All, our city's roadmap to end poverty, has completed 52 projects and another 60 are in progress. The second year of implementation included more than 38 individuals identifying with lived or living experience in poverty directly involved as decision makers in London for All.
- The 2019-2023 London-Middlesex Child Care and Early Years' Service System Plan was approved by City Council in June, 2019. The Plan was developed through extensive engagement with families, service providers and community partners and included feedback from 1,730 parents and caregivers.
- The Age Friendly London Network completed Year 2 implementation in June. Highlights include the installation of 20 new park benches, and construction of 5 km of new pathways and 1.2 km of new trails.
- The Neighbourhood Decision Making program identified areas where participation was lower and extended outreach through more pop ups, flyers and targeted promotion to these neighbourhoods. Cultural Connectors hired this year engaged 1,300 Londoners and attended 25 events, supporting the program through outreach and interactions in Arabic, Hindu, Spanish and Mandarin.
- As part of the London Strengthening Neighbourhood Strategy (LSNS), the "Place Matters" conference brought more than 100 Londoners together, more than 3,200 residents enjoyed 35 movie nights in London parks, and two new neighbourhood associations (University Heights and Huron Heights) were supported.
- City Planning used virtual reality to engage the public, and held 45 community engagement events at various locations including neighbourhood movie nights, farmers markets, Masonville Mall and summer festivals in Victoria Park. The largest City Planning event this year was a panel discussion with Chief Planners from mid-sized Ontario cities that attracted approximately 250 people.
- The London Community Grants Program funded 41 organizations \$9.2M over four years (2020 - 2023) through the Multi-Year stream, and 9 organizations \$500,000 for 2020 through the Innovation and Capital stream. The Neighbourhood Small Event Fund of \$20,000 was fully extended by July 22, to support 53 small events.
- Working with the Accessibility Advisory Committee, improvements were made to the Special Event Guide: "How to Plan Outdoor Accessible Events" and the revised content and expectations were highlighted for Special Event Operators.

LONDONERS ARE ENGAGED AND HAVE A SENSE OF BELONGING IN THEIR NEIGHBOURHOODS AND COMMUNITY

- Over 100 volunteers participated in London's Community Diversity and Inclusion Strategy (CDIS) meetings, with a focus on building the foundation for the implementation of CDIS. Five community chairs were elected by their peers to lead each of the priority working groups, and development of the work plan is underway. The first annual Newcomer Day took place in October.

LONDONERS HAVE ACCESS TO THE SERVICES AND SUPPORTS THAT PROMOTE WELL-BEING, HEALTH, AND SAFETY IN THEIR NEIGHBOURHOODS AND ACROSS THE CITY

- Two new London history summer walking tours were offered and all 14 sessions sold out. A permanent art exhibition of 19th - 21st century works showcasing London and area artists was installed.
- The Play Your Way subsidy program was promoted at various community events (Age Friendly Conference, Neighbourhood Service Days, etc.) and to various City of London service providers so they are better able to educate their customers about the program.
- Accessibility at community gardens was enhanced by adding features in Thames Park including: a pathway to the garden, accessible plots, and water taps. Accessible water taps were also added to Proudfoot, and accessible parking spaces to Carling Heights and Ann Street gardens. Formal accessible seating areas have been implemented in Sherwood Forest Park, Mitches Park, Piccadilly Park, Sheffield Park, and Vanderlinder Parkette in 2019.

LONDON'S NEIGHBOURHOODS HAVE A STRONG CHARACTER AND SENSE OF PLACE

- Heritage Places 2.0, a long-term strategy for the preparation of future heritage conservation district plans, was approved by City Council in August.
- Draft Urban Design Guidelines were developed in consultation with internal staff and key stakeholders including the development industry. The draft was circulated for public review and feedback in October. These Guidelines will aid in the evaluation of development applications as well as public space projects.
- Four surplus school sites have been reviewed according to the Surplus School Site Evaluation and Acquisition Policy. Through this process new community gathering spaces will be created at 1958 Duluth Crescent, 18 Elm Street, 723 Lorne Avenue, and 7 Annadale Drive.
- Progress on the London Community Gardens Program Strategic Plan included the addition of 5 bulletin boards with shelving and vegetable boxes so gardeners can take or leave a vegetable or tool, two Gardening 101 courses, five gardening workshops, and one garden tour.



BUILDING a Sustainable City

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

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

London has a strong and healthy environment.

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

LONDON'S INFRASTRUCTURE IS BUILT, MAINTAINED, AND OPERATED TO MEET THE LONG-TERM NEEDS OF OUR COMMUNITY

- The 2019 Corporate Asset Management (CAM) Plan identified that through actions taken as a result of the 2014 CAM Plan, the infrastructure gap was reduced from 4.3% of replacement value to 2.8%.
- The Federation of Canadian Municipalities and the Global Covenant of Mayors for Climate and Energy (GCoM) selected London as one of several "showcase cities" in Canada. This is a city knowledge exchange initiative designed to enhance climate change adaptation initiatives in London and Canada.
- Seven new parks were established in the city.
- Applications were submitted to the Investing in Canada Infrastructure Program - Community, Culture and Recreation Stream for \$40 million to support seven projects.

LONDON'S GROWTH AND DEVELOPMENT IS WELL PLANNED AND SUSTAINABLE OVER THE LONG TERM

- The Terms of Reference for ReThink Zoning were approved by Council. The next step is to retain a consultant to partner with the City on this project.
- Progress was made on a number of Secondary Plans including the adoption of the Old East Village Dundas Corridor Secondary Plan, the Draft Victoria Park Secondary Plan, and Draft principles and development concepts for the Masonville Secondary Plan.
- The Lambeth Community Improvement Plan was developed and adopted by Council, providing the framework for improvement in the Lambeth area and providing financial incentives to local businesses. In addition, community improvement has been supported by loans and grants issued through existing programs including 18 in the Downtown, 17 in Old East Village, and 1 in SoHo.

LONDON HAS A STRONG AND HEALTHY ENVIRONMENT

- London was selected to be the first city in Canada to implement a pilot project to recover hard-to-recycle plastics items (e.g., flexible plastic packaging) called the Hefty® EnergyBag™ to create valuable recyclable resources and energy rather than placing them in the garbage. 20,000 households will eventually be participating in the pilot project.
- The City helped to establish and is a founding partner of Green Economy London (GEL), one of seven Green Economy Hubs across Ontario supporting networks of businesses to set and achieve sustainability targets. GEL was launched in May by the London Environmental Network. As of October 1, GEL has over 20 business members surpassing the first year target.
- A task force of multiple stakeholders was established to review trail policies and implementation within Medway Valley. This approach has received commendation from the Invasive Species Centre.

- 100% of Provincially Significant Wetlands, Areas of Natural or Scientific Interest, and Environmentally Significant Areas have been retained.
- The Environmental Assessment for the Back to the River Forks project was completed. Detailed design and construction of the inaugural project at the Forks is on track, subject to Council approval through the Multi-Year Budget process.

LONDONERS CAN MOVE AROUND THE CITY SAFELY AND EASILY IN A MANNER THAT MEETS THEIR NEEDS

- The Transit Project Assessment Process (TPAP) environmental assessment was completed for Rapid Transit Initiatives, and procurement of design services for the Downtown Loop is underway. Provincial and federal funding was announced for three components of a Rapid Transit system. Corridor design and implementation is underway.
- The Environmental Assessment for Adelaide / CPR Grade Separation was completed, and design and property acquisition is now underway. Federal and provincial funding for active transportation components was announced. Design and property acquisition for Wharncliffe / CN Grade Separation is underway.
- A number of road safety initiatives were implemented including the use of student silhouettes, a "make eye contact" awareness campaign, and a recommendation for a contract award for automated speed enforcement in school zones. There continues to be a decline in the number of serious collisions.
- Mobility policies noted in the Complete Streets Design manual on a large number of street projects were implemented. Some notable projects include the transformation of Dundas Place into a flex-street, and the redesign of Talbot Street and York Street in downtown to improve the street for pedestrians including the addition of trees and the narrowing of Talbot Street.



GROWING our Economy

London will develop a top quality workforce.

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

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

LONDON WILL DEVELOP A TOP QUALITY WORKFORCE

- Through a number of employment programs with Social Services, there has been a 20% increase in employment preparation, job placement, skills training, and job search referrals. Two successful London and Area Works Job Fairs were held in April and September and a new Jobs Now Hub was launched in partnership with labour market partners to assist job seekers in effectively and efficiently finding employment opportunities.
- Working with Western University, Fanshawe College and support agencies, the LondonTechJobs and LondonMfgJobs portals were integrated to create a more seamless experience for job seekers and employers.
- Museum London partnered with Western University to offer four internship positions for students and to host the 6th annual literary and creative arts Words Festival. The Museum also developed two digital education projects to enhance student learning, funded by the Canada Council for the Arts' Digital Strategy Fund.
- Launched international student graduate internship program. Participated in the London Economic Development Corporation's 2019 Immigration Update for local employers.

LONDON IS A LEADER IN ONTARIO FOR ATTRACTING NEW JOBS AND INVESTMENTS

- A draft Smart City Strategy has been created and will be reviewed and finalized in 2020. An internal committee has been created to provide leadership to the Smart City Strategy.
- CityStudio was launched to facilitate collaboration between the City of London, Brescia University, Fanshawe College, Huron University, King's University College, Western University, and Pillar Nonprofit Network. This innovation hub brings together City staff, students, faculty and community to co-create experimental projects that make our community more sustainable, livable and joyful. Work on the initial CityStudio projects began in September.
- Building on the announcement of the new 10-year naming partnership in June, RBC Place London continues to work with its key partners to execute its annual marketing strategy, and is on pace to achieve 2019 total revenue of \$6.1 million and generate \$20 million in economic impact to London.
- The development approvals process is near completion for phase 1 of the Old Victoria Hospital redevelopment and construction is scheduled to begin in the first quarter of 2020. The demolition of the phase 2 lands is nearing completion and the procurement process is on track to begin at the end of 2019, including the conservation of the War Memorial Children's Hospital and the Health Services Building.
- The sponsorship and advertising program that provides opportunities for private sponsorship of advertising in City facilities and programs has generated \$210,000 in 2019 (to date). These funds are used to improve customer experience and reduce the need for increased user fees.

LONDON CREATES A SUPPORTIVE ENVIRONMENT WHERE ENTREPRENEURS, BUSINESSES, AND TALENT CAN THRIVE

- There have been 63 showcase opportunities for artist entrepreneurs, including the JUNOS Awards and lunch hour programs that featured 85 artists. There were also 17 workshops for artist entrepreneurs, including the JUNOS Awards.
- Using a Continuous Improvement approach towards Site Plan application review, Development and Compliance Services, together with the community, set targets (30 days for standard applications, and 15 days for administrative applications) and reduced instances of applications needing to be resubmitted for revisions by nearly half.
- The City currently has 254 acres of serviced land available. Approximately 48 acres have been sold or are under contract in 2019 (to date), which is projected to create more than 200 new jobs. Engineering/planning studies are underway for approximately 353 additional acres. To further enhance the marketing and branding of the City's industrial land, four new Entryway Signs have been installed at Innovation Park.
- The construction of Forest City 2 Stormwater Management Facility was completed. As well, sanitary upgrades on Wilton Grove Road to increase servicing capacity to Forest City Industrial Park and surrounding area, and the Huron Industrial Lands Master Servicing Strategy and Stormwater Management Facility Environmental Assessment were both completed.
- The projected building values on all sold and under contract lands for 2019 is estimated at \$18.8 million dollars. The City of London currently remains highly competitive in terms of the largest City-owned industrial land supply in all of Southwestern Ontario.
- The Core Area Action Plan was presented to Council, outlining a number of initiatives to help with homelessness and health issues, safety and security, creating a supportive business environment and attracting more people to the core.



CREATING a Safe London for Women and Girls

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

LONDON HAS ENHANCED THE POTENTIAL FOR WOMEN AND GIRLS TO LIVE SAFE LIVES

- London was the first Canadian city to make a clear and focused commitment to creating a safe community for women and girls.
- Introductory Respectful Workplace training was developed and provided to 358 managers.
- Investing in Canada Infrastructure Program funding announcements by the Federal Government included a bus stop amenities program that will see the installation of 60 additional bus shelters (which include solar lighting). Additionally 150 stop locations will be upgraded to include lighting (solar powered) to support safer locations. These two projects will be rolled out over 2020/2021.

- Homeless Prevention staff have met with local Violence Against Women (VAW) service providers to investigate and, as possible, initiate a Housing First / Rapid Rehousing support model for abused women and their children. This is likely to include the realignment of resources to provide "housing finder" supports, housing stability workers and additional housing supplements for VAW shelter participants to increase access to housing and improve housing stability.
- Members from the London Police Service (LPS) Human Trafficking Unit meet consistently with external community partners to assist trafficked women to exit their situation. A significant multi-jurisdictional Human Trafficking investigation was conducted in July 2019. The LPS is also continuing to assist the OPP with an ongoing Human Trafficking investigation.
- The London Community Grants Program Review Panel includes up to three community members who are subject matter experts in Council's Strategic Areas of Focus. One of the panel members is a subject matter expert in Creating a Safe London for Women and Girls.
- The London Community Grants Program, Multi-Year Stream (2020-2023) has allocated more than \$580,000 over the four-year funding period to four community programs that advance the goals of the Strategic Area of Focus: Creating a Safe London for Women and Girls.
- By-law Enforcement notified tenants of near campus neighbourhoods of future enforcement action for the display of signage containing inappropriate and offensive messaging towards women and girls.
- The Business Licensing By-law was updated, reducing the number of permitted locations for adult entertainment businesses.
- In order to protect the safety of employees and clients, charges were issued against an adult entertainment body rub parlour.



LEADING in Public Service

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

Londoners experience exceptional and valued customer service.

The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

THE CITY OF LONDON IS TRUSTED, OPEN, AND ACCOUNTABLE IN SERVICE OF OUR COMMUNITY

- An initial framework for the overall Corporate Communications Strategy has been developed. Draft strategies have been completed for Social Media and Media Relations.
- A comprehensive engagement strategy has been developed and is currently being implemented, with more than half a dozen communications channels available for the public to provide feedback on the Multi-Year Budget.
- Civic Administration continues to actively partner with community organizations to promote and obtain feedback on the Multi-Year Budget, contributing to more than 1,000 resident interactions for the 2019 Budget Update.
- Middlesex-London Health Unit hosted a placement for an Oneida Indigenous masters student; made progress towards First Nations data sharing agreements; and programmed three Indigenous spiritual wellness days led by an elder.

LONDONERS EXPERIENCE EXCEPTIONAL AND VALUED CUSTOMER SERVICE

- Results from the 2019 Citizen Satisfaction Survey show that 93% of respondents believe that quality of life is good, 90% of respondents believe London is welcoming and 89% of respondents are satisfied with City services.
- Customer service improvements at community centres included: free menstrual products at all community centres; new literacy elements at Kinsmen Recreation Community Centre and Byron Optimist Community Centre; and, a hearing loop in the Kinsmen Recreation Community Centre computer lab to assist with accessibility.
- More than 220 employees have received formal Lean training. Standard work, visual management and team huddles have been implemented in some Service Areas giving employees the tools to improve service delivery. The City has worked collaboratively to include agencies, boards and commissions to increase their Lean capacity, supporting a culture of Continuous Improvement.
- The City partnered with two additional animal rescue organizations, and is now working with a total of 25 approved fostering organizations that engage in animal welfare programs. The City is now also involved with three adoption locations.
- 17 services are on the Service London portal, providing residents, businesses and visitors with an easy and convenient way to initiate non-emergency City service requests.

THE CITY OF LONDON IS A LEADER IN PUBLIC SERVICE AS AN EMPLOYER, A STEWARD OF PUBLIC FUNDS, AND AN INNOVATOR OF SERVICE

- The 2019 Moody's review has been completed, with the City of London retaining the Aaa credit rating for the 43rd consecutive year.
- The 2019 Service Review Initiatives Update report was presented to the Strategic Priorities and Policy Committee on September 30. This provided an overview of the initiatives that were undertaken during the year that resulted in the Corporation exceeding its \$1 million service review target for 2019.
- The first corporate People Plan is on track. The initial phase of this project involved gathering input from employees through a variety of ways. A people plan is a formal strategy to ensure our workforce and supporting systems are able to meet current and future business needs.
- Information Technology Services (ITS) has delivered 33 digital solutions in 2019, improving corporate efficiency and effectiveness. Through a Deloitte audit, ITS has been identified as a Corporate leader in Project Management.
- At least eight zero-based budget reviews were completed, six of which resulted in savings of more than \$680,000 to contribute to the Corporation's service review target, with savings from the others being reallocated to address other emerging budget needs. Two additional reviews were completed, identifying an additional \$350,000 to be contributed to the Corporation's service review target.



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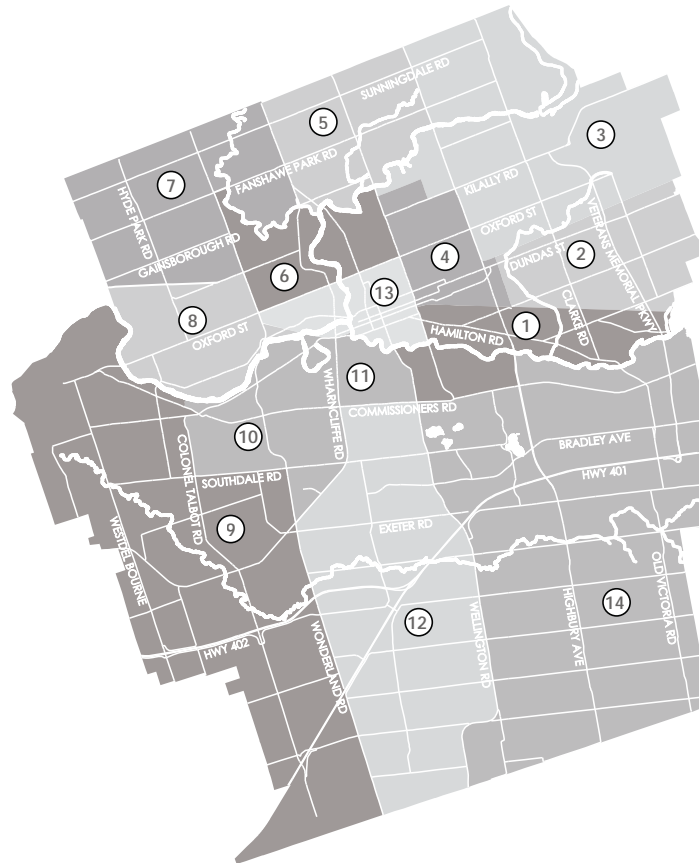
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CITY OF LONDON

YOUR CITY COUNCIL



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London
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From: bill brock
Sent: Friday, November 22, 2019 7:54 AM
To: Saunders, Cathy <csaunder@london.ca>
Subject: [EXTERNAL] Strategic Priorities & Policy Committee

Ms. Saunders, City Clerk,
Request for delegate status on Nov. 25th, 2019 meeting as noted above.

- 2. Consent 2.1 Strategic Plan; Semi-annual plan report
- 4. Items for direction 4.1 Climate Change Emergency update
 - 4.6 West Transit Motion

Understand meeting starts at 4:00 pm.

Please advise I believe time line for added agenda still open.

Bill Brock

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND PLANNING COMMITTEE MEETING ON NOVEMBER 25, 2019
FROM:	CHERYL SMITH MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	LONDON COMMUNITY GRANTS PROGRAM ALLOCATIONS

RECOMMENDATION

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

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- London Community Grants Policy Update, (April 8, 2019)
- London Community Grants Program Innovation and Capital Funding Allocations, (Sept. 17, 2018; Sept 18, 2017; Sept 26, 2016)
- London Community Grants Program: 2017 Annual Report and 2018 Innovation and Capital Stream Outcomes and Sustainability Plans, (March 26, 2018)
- London Community Grants Program Multi-Year Funding Allocations 2017–2019 (July 25, 2016)
- City of London Community Grants Program: Proposed Evaluation Criteria and Revised Community Grants Policy & Grant Agreement (December 7, 2015)
- Modernizing the Municipal Granting Process for Non-Profit Organizations (October 26, 2015)

LINK TO STRATEGIC PLAN FOR THE CITY OF LONDON
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The London Community Grants Program is aligned to the Strategic Plan for the City of London 2019 – 2023 under the *Strategic Area of Focus – Strengthening Our Community, Outcome – Londoners are engaged and have a sense of belonging in their neighbourhoods and community;* and *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.*

BACKGROUND

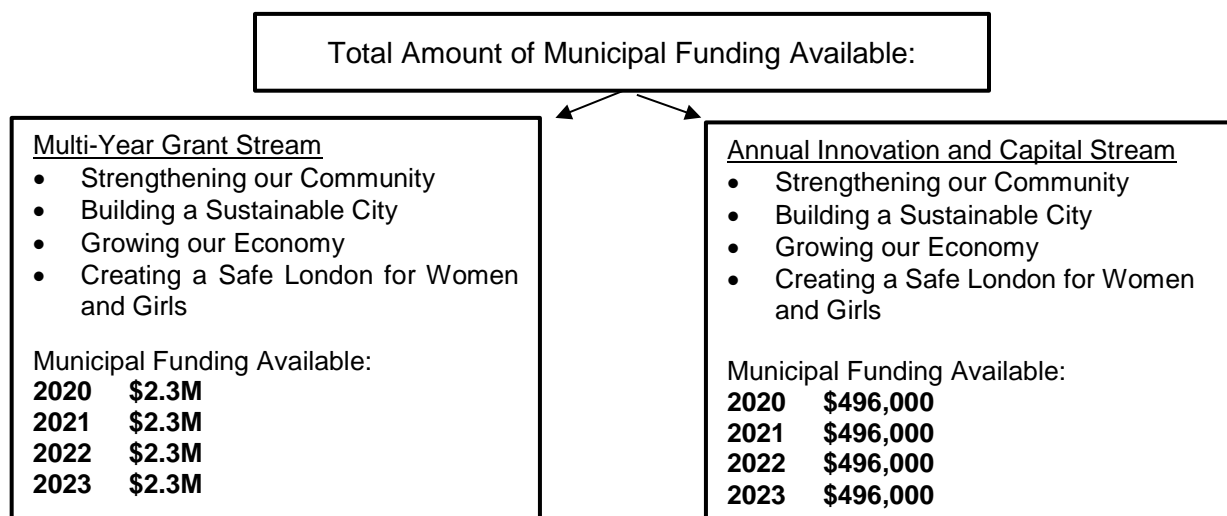
The London Community Grants Program (LCGP) provides funding for programs and initiatives that advance the Strategic Areas of Focus for the City of London’s Strategic Plan. In the Spring of 2019, the application process for the 2020-2023 Multi-Year and 2020 Innovation and Capital Streams of the London Community Grants Program was launched.

The purpose of this report is to:

1. provide Council with an update on the implementation of the London Community Grants Program;
2. provide Council with the 2020-2023 allocations for the Multi-Year Stream; and,
3. provide Council with the 2020 allocations for the Innovation and Capital Stream.

London Community Grants Program Implementation

City Council establishes the policy and budget for the London Community Grants Program. Through the 2020-2023 Multi-Year Budget process, the following amount of funding is part of the Neighbourhood, Children and Fire Services base budget:



Civic Administration undertook the following steps to implement the London Community Grants Program.

- Step 1: Communication and Support (April to June 2019): a detailed communications plan was developed and launched to inform the community about the LCGP and application process including three community meetings for interested organizations.
- Step 2: Application Process (April 30 to June 24, 2019): applicants used an online portal to submit applications.
- Step 3: Application Review and Decision Making Process (June to September 2019): the Community Review Panel reviewed, evaluated, and decided on allocations for municipal grants. Please note that in 2019 a new Community Review Panel was convened. Members at Large were selected through an open call to all London residents. As per the LCGP Administrative Procedures, members of the Community Review Panel will remain anonymous until all funding decisions have been made in 2022.
- Step 4: Appeals Process (September to October 2019): Organizations were entitled to appeal a decision made by the Community Review Panel if they could illustrate they met one or more of the following criteria: there was new information, that for good reason, was not available at the time of the application; and/or, there was a procedural error made in evaluating the grant application. Civic Administration received, reviewed, and addressed the Appeals as per the London Community Grants Policy. As per the Policy, decisions of appeals are final.

Results: 2020-2023 Allocations for Multi-Year Stream

A total of 71 applications, with requests totaling more than \$27.5M were received for the 2020-2023 Multi-Year Stream. The Community Review Panel met to review the applications and supported funding 41 applications totaling \$9.2M. Of these 41 applications, 19 (46%) did not receive operational funding through the last round of Multi-Year funding (2017-2019).

Please see [Appendix 1](#) for allocation details.

Results: 2020 Innovation and Capital Stream

A total of 26 applications (15 Capital and 11 Innovation), with requests totaling more than \$4.3M were received for the 2020 Innovation and Capital Stream. The Community Review Panel met to review the applications and supported eight Capital requests and one Innovation request.

Please see [Appendix 2](#) for allocation details.

The Community Review Panel referred one 2020 Capital project request in excess of the available budget through the budget process as per the London Community Grants Policy. Fanshawe College submitted an application in the amount of \$3M to support the development of an Innovation Village on campus.

As per the London Community Grants Policy, section 4.5 c) i, on the recommendation of the Community Review Panel, a business case has been submitted to the 2020-2023 Multi-Year Budget for consideration by Council.

NEXT STEPS

Civic Administration will work with all funded organizations from December 2019 to January 2020 to create and sign grant agreements for funding to be released in early 2020 pending approval of the 2020-2023 Multi-Year Budget. Through the formal grant agreement, financial and outcome reporting expectations are clearly outlined.

Civic Administration will report annually to City Council, highlighting the municipal granting outcomes, community impact, and alignment to the Strategic Plan for the City of London.

FINANCIAL IMPACT

Annual funding to support the London Community Grants Program exists in the Neighbourhood, Children and Fire Services 2020-2023 Multi-Year Budget. The amount of funding allocated to the municipal granting program will be reconfirmed each year as part of the annual budget update process.

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. This funding helps advance the Strategic Areas of Focus for the City of London's Strategic Plan.

PREPARED BY:	PREPARED BY:
CHRISTOPHER BLAIN MANAGER, POLICY & STRATEGIC ISSUES NEIGHBOURHOOD, CHILDREN & FIRE SERVICES	JANICE WALTER MANAGER, NEIGHBOURHOOD & COMMUNITY FUNDING
SUBMITTED BY:	RECOMMENDED BY:
KRISTEN PAWELEC MANAGER, NEIGHBOURHOOD & COMMUNITY INITIATIVES	CHERYL SMITH, MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES

- c. Anna Lisa Barbon, Managing Director, Corporate Service's and City Treasurer, Chief Financial Officer
Douglas Drummond, Financial Business Administrator

LONDON COMMUNITY GRANTS PROGRAM MULTI-YEAR FUNDING ALLOCATIONS (2020-2023)

Organization / Project Description	BSC	SOC	GOE	CSL	2020	2021	2022	2023	Total
Alzheimer Society London and Middlesex <ul style="list-style-type: none"> Funding will support the Dementia Friendly Community Program which offers dementia training and resources across multi-sectoral areas including: retail, financial, recreation, municipal services, and healthcare etc. in order to educate the public of dementia awareness. 					\$38,000	\$38,000	\$38,000	\$38,000	\$152,000
Anova <ul style="list-style-type: none"> Funding will support sexual assault counselling which provides support and intervention services to women that have experienced sexual violence, as well as their families, and partners. 					\$47,500	\$47,500	\$47,500	\$47,500	\$190,000
Big Brothers Big Sisters of London and Area <ul style="list-style-type: none"> Funding will support the Community-Based Ethno-Racial Child & Youth Mentoring Project which focuses on matching newcomer children, youth, and mothers with supportive mentoring relationships that meet their unique cultural needs. 					\$47,500	\$47,500	\$47,500	\$47,500	\$190,000
Boys & Girls Club of London <ul style="list-style-type: none"> Funding will support seniors programming, children and youth recreation, social, and nutrition programs, children and youth education, and leadership initiatives. 					\$369,750	\$339,750	\$369,750	\$369,750	\$1,449,000
Canadian Mental Health Association Middlesex <ul style="list-style-type: none"> Funding will support the Coordinated Service Response for the Crystal Methamphetamine Project which will create a system of care, training, and resources for those servicing people involved with crystal methamphetamine such as first responders, health care and social service workers, enforcement personnel, and business owners. 					\$32,062	\$86,400	\$79,000	\$0	\$197,462
Carolinian Canada Coalition <ul style="list-style-type: none"> Funding will support the In Zone Climate-Smart Yards which will deliver a training program for businesses, neighbourhood leaders, green programs and ambassadors. The program will build capacity and provide tools and mentorship to increase the number of climate-smart people, businesses, and sites in London, as a model for the Carolinian Zone. 					\$12,750	\$12,750	\$12,750	\$12,750	\$51,000

Organization / Project Description	BSC	SOC	GOE	CSL	2020	2021	2022	2023	Total
Craigwood Children, Youth and Family Services (hosting INsite Program) <ul style="list-style-type: none"> Funding will support the INsite program providing immediate, onsite counselling and referrals to community resources and services. INsite serves individuals, parents, children, youth, couples or the entire family across the lifespan. As core partners work together, there are seamless transitions between agencies and across sectors. The clinic teams have integrated their knowledge, expertise, and capacity to achieve the INsite goal of system change. INsite is a partnership of six agencies: Anova, Craigwood Children, Youth and Family Services, Family Service Thames Valley, Vanier Children's Services, WAYS Mental Health Support, and Women's Rural Resource Centre. 					\$23,750	\$23,750	\$23,750	\$23,750	\$95,000
Crouch Neighbourhood Resource Centre <ul style="list-style-type: none"> Funding will support programs for children, youth, families, and older adults in the Hamilton Road area including basic needs programs and supports, community development, and youth leadership. 					\$104,500	\$104,500	\$104,500	\$104,500	\$418,000
Daya Counselling Centre <ul style="list-style-type: none"> Funding will support subsidies to individuals, couples, and families in financial need who are struggling with mental health related issues to access counselling services. 					\$23,750	\$23,750	\$23,750	\$23,750	\$95,000
Glen Cairn Community Resource Centre <ul style="list-style-type: none"> Funding will support programs for children, youth, families, and older adults in the Glen Cairn/Pond Mills area including basic needs programs and supports, community development, and youth leadership. 					\$59,500	\$59,500	\$59,500	\$59,500	\$238,000
Goodwill Industries, Ontario Great Lakes <ul style="list-style-type: none"> Funding will support the Impact Loan Program which is a microloan program that provides low-income entrepreneurs facing barriers to traditional financing, the opportunity to access capital and business knowledge in a supported environment in order to start and grow a business. 					\$21,575	\$0	\$0	\$0	\$21,575
Growing Chefs! Ontario <ul style="list-style-type: none"> Funding will support the Growing Communities program which encourages community members to cultivate a connection with the local food system, participate in activities to increase food literacy, cooking skills, and promote long-lasting healthy food choices in partnership with schools, neighbourhood centres, and community program providers in locations across the city. 					\$33,250	\$33,250	\$33,250	\$33,250	\$133,000

Organization / Project Description	BSC	SOC	GOE	CSL	2020	2021	2022	2023	Total
L'Arche London <ul style="list-style-type: none"> Funding will support a Program Coordinator to build capacity and growth for day programming services, provide client intake, assessment and match needs for individuals with intellectual disabilities. 					\$25,500	\$25,500	\$25,500	\$25,500	\$102,000
Learning Disabilities Association of London Region <ul style="list-style-type: none"> Funding will support programming, individual coaching, advocacy, and community resources for children and youth with learning disorders. 					\$14,250	\$14,250	\$14,250	\$14,250	\$57,000
London & Middlesex Heritage Museum <ul style="list-style-type: none"> Funding will support Fanshawe Pioneer Village Community History Interpretive Program which offers community-focused historical exhibitions and instructive programs. Funding will also support the Museum to build Indigenous content and engaging and strengthening relationships with Indigenous leaders and communities. 					\$234,500	\$256,500	\$256,500	\$256,500	\$1,004,000
London Abused Women's Centre <ul style="list-style-type: none"> Funding will support a designated counsellor to address the increased number of walk-in, phone-in, and urgent support needs for abused, sexually-exploited, and trafficked women and girls. 					\$42,500	\$42,500	\$42,500	\$42,500	\$170,000
London Children's Museum <ul style="list-style-type: none"> Funding will support children, families and caregivers with access to affordable hands-on learning experiences, cultural exhibits and programs in a distinctly child-centered environment. Youth leadership programs provide opportunities to build skills and provide work related experience for future careers in education, child care, and museum curating. 					\$161,500	\$161,500	\$146,624	\$161,500	\$631,124
London Community Dental Alliance <ul style="list-style-type: none"> Funding will support a not-for-profit dental clinic, offering oral health to low-income Londoners, scheduled to open in 2021 in the Glen Cairn neighbourhood. 					\$0	\$33,250	\$33,250	\$33,250	\$99,750
London Cycle Link Association <ul style="list-style-type: none"> Funding will support the Squeaky Wheel Bike Co-op which provides a bike repair shop, access to tools, and builds community through satellite community events, workshops, and volunteer opportunities. In addition, funding will support increased community engagement and knowledge through awareness, workshops, events, shared skills, and ridership. 					\$47,500	\$47,500	\$47,500	\$47,500	\$190,000

Organization / Project Description	BSC	SOC	GOE	CSL	2020	2021	2022	2023	Total
London Environmental Network <ul style="list-style-type: none"> Funding will support the Environmental Incubator which provides coaching and supports to organizations looking to improve their environmental outcomes related to waste reduction, recycling, protecting and enhancing waterways, wetlands, natural areas, energy reduction, and conservation. 					\$42,500	\$42,500	\$42,500	\$42,500	\$170,000
London Youth Advisory Council <ul style="list-style-type: none"> Funding will support the Youth Council to recruit, orient, and support elected youth who are engaged in municipal politics and grassroots community engagement. 					\$42,500	\$42,500	\$42,500	\$42,500	\$170,000
Low Income Family Empowerment*Sole-support Parents Information Network (LIFE*SPIN) <ul style="list-style-type: none"> Funding will support the Community Service Expansion project to increase service hours and provide enhanced programming, and counselling to low-income Londoners. 					\$8,550	\$8,550	\$8,550	\$8,550	\$34,200
LUSO Community Services <ul style="list-style-type: none"> Funding will support programs for children, youth, families, and older adults in the Carling/Huron Heights/Argyle area including basic needs programs and supports, community development, youth leadership while increasing social connectedness, neighbourhood participation, and volunteerism. 					\$71,250	\$71,250	\$71,250	\$71,250	\$285,000
Nokee Kwe <ul style="list-style-type: none"> Funding will support the Positive Voice Program which provides programming, supports, and training for women using art, culture, and creativity to generate positive conversations and displays as well as a safer experience for Indigenous women living in London. 					\$42,750	\$42,750	\$42,750	\$42,750	\$171,000
Northwest London Resource Centre <ul style="list-style-type: none"> Funding will support programs for children, youth, families, and older adults in the northwest area including basic needs programs and supports, community development, youth leadership while increasing social connectedness, neighbourhood participation, and volunteerism. 					\$51,063	\$51,063	\$51,063	\$51,063	\$204,252
Pillar Nonprofit Network <ul style="list-style-type: none"> Funding will support the Engaged Vibrant Community project which provides workshops, forums, and learning series' to the not-for-profit sector in order to build capacity around: Board Governance, Leadership Development, and communities of practice addressing emerging needs such as the Truth and Reconciliation Report Calls to Action. 					\$42,750	\$42,750	\$42,750	\$42,750	\$171,000

Organization / Project Description	BSC	SOC	GOE	CSL	2020	2021	2022	2023	Total
ReForest London <ul style="list-style-type: none"> Funding will support programs, workshops and volunteer skill development at the new four building, 14 acre, Westminster Ponds Centre for Environment & Sustainability. 					\$71,250	\$71,250	\$71,250	\$71,250	\$285,000
SafeSpace London <ul style="list-style-type: none"> Funding will support increased programming including: health promotion, harm reduction, peer support, basic needs resources, and support programs for Street-Level Sex Workers. 					\$14,250	\$14,250	\$14,250	\$14,250	\$57,000
Satellite Project Space (hosted by Museum London) <ul style="list-style-type: none"> Funding will support promotion, community outreach, audience development, and enhanced mentorship of a Satellite Project Space. In partnership with Fanshawe College, Museum London, and Western University, the Satellite Project Space provides a flexible space for new and temporary projects, collaborations, educational initiatives and experiments in arts and culture involving high school and post-secondary students, community members, curators, and professional artists. 					\$5,700	\$5,700	\$5,700	\$5,700	\$22,800
South London Neighbourhood Resource Centre <ul style="list-style-type: none"> Funding will programs for children, youth, families, and older adults in the White Oaks/Westminster/Westmount areas including basic needs programs and supports, community development, youth leadership while increasing social connectedness, neighbourhood participation, and volunteerism. 					\$113,000	\$113,000	\$113,000	\$113,000	\$452,000
The London Cross-Cultural Learner Centre <ul style="list-style-type: none"> Funding will support the “Neighbourhood Celebration of Nations”, a one day event of sports, music, food, and activities focused on civic engagement, improving health and well-being, and the inclusion and integration of newcomers into the London community. 					\$9,500	\$9,500	\$9,500	\$9,500	\$38,000
The London Multicultural Community Association <ul style="list-style-type: none"> Funding will support the London Multi-Cultural Festival which is a one day event showcasing London’s cultural communities and ethnic talents. The event will increase community connections, and support a welcoming community. 					\$6,800	\$6,800	\$6,800	\$6,800	\$27,200

Organization / Project Description	BSC	SOC	GOE	CSL	2020	2021	2022	2023	Total
The N'Amerind (London) Friendship Centre Inc. <ul style="list-style-type: none"> Funding will support the Dorothy Day Resource Centre which offers a wide range of Indigenous teachings of cultural significance. Teachings include: making cultural products, learning cultural dances, and sharing through Knowledge Keepers. These programs support increasing awareness, self-esteem, wellness, and a sense of belonging of urban Indigenous people. 					\$85,000	\$85,000	\$85,000	\$85,000	\$340,000
University Students' Council of the University of Western Ontario <ul style="list-style-type: none"> Funding will support the Squeaky Wheel Bike Co-op which provides a bike repair shop, access to tools, and builds community through satellite community events, workshops, and volunteer opportunities. In addition, funding will support increased community engagement and knowledge through awareness, workshops, events, shared skills, and ridership. 					\$9,500	\$9,500	\$9,500	\$9,500	\$38,000
Urban Roots London <ul style="list-style-type: none"> Funding will support the new Urban Roots Farm Manager/Community Developer who will facilitate on-farm volunteering, educational programs, increased farm production, and build/manage a wholesale client base. Urban Roots is a not-for-profit urban farm on recuperated land that supplies healthy, local, and accessibly priced food. 					\$29,750	\$29,750	\$29,750	\$29,750	\$119,000
Vanier Children's Services <ul style="list-style-type: none"> Funding will support Integrated, Neighbourhood Based, School-Aged Mental Health Services which will provide informal mental health consultations to families and staff who are participating in school aged programs at Family Centres. 					\$38,000	\$38,000	\$38,000	\$38,000	\$152,000
Victorian Order of Nurses for Canada (VON) <ul style="list-style-type: none"> Funding will support the School Spring Vegetable and Fruit Delivery Program which provides bulk purchased and volunteer delivered fresh food, five days a week for eight weeks to targeted schools in need. VON is the lead organization for the Ontario School Nutrition Program in the Southwest Region of Ontario. 					\$33,250	\$33,250	\$33,250	\$33,250	\$133,000
Western Education - Child and Youth Development Clinic, Western University <ul style="list-style-type: none"> Funding will support subsidies so that low-income children, youth, and families can access clinical mental health assessment and intervention services. 					\$23,750	\$23,750	\$23,750	\$23,750	\$95,000

Organization / Project Description	BSC	SOC	GOE	CSL	2020	2021	2022	2023	Total
<p>WIL Counselling and Training for Employment (hosting Immploy)</p> <ul style="list-style-type: none"> Funding will support the Immploy Job Match program which provides London employers coordinated access to qualified immigrant talent for local job opportunities. Job Match recruits, screens, and matches immigrant job seekers to local employers seeking specialized skills. This program provides employers with centralized access to an expanded pool of qualified talent, and fosters economic prosperity. 					\$51,000	\$51,000	\$51,000	\$51,000	\$204,000
<p>WIL Counselling and Training for Employment Sector Council (hosting Employment Sector Council)</p> <ul style="list-style-type: none"> Funding will support the Employment Sector Council to share employment sector information, promote best practices, and support labour market development. The Job Developers Network shares information, resources, job opportunities and potential candidates across organizations connecting employers and job seekers to collectively strengthen community-based workforce development. 					\$65,000	\$26,325	\$19,000	\$9,500	\$119,825
<p>Youth Opportunities Unlimited</p> <ul style="list-style-type: none"> Funding will support programs that assist youth in exiting and/or diverting homelessness. Cornerstone Housing provides basic needs, primary health care, housing support, mental health services, and employment counselling in a safe and secure home for youth living on site and a safe space for youth seeking support. 					\$109,250	\$109,250	\$109,250	\$109,250	\$437,000

LONDON COMMUNITY GRANTS PROGRAM 2020 INNOVATION & CAPITAL FUNDING ALLOCATIONS

CAPITAL					
Organization / Project Description	BSC	SOC	GOE	CSL	Total
Aeolian Hall Musical Arts Association (Building and Property Purchase) <ul style="list-style-type: none"> Funding will support the purchase of the Bishop Cronyn Church and land which will help grow and expand program and events across the community. The Aeolian Hall Musical Arts Association operates the El Sistema Aeolian program for children and youth to experience free, accessible after-school orchestral activities. 					\$90,000
Big Brothers Big Sisters of London and Area (Program Space Renovation) <ul style="list-style-type: none"> Funding will support the renovations to the Big Brothers Big Sisters of London and Area building in order to improve and expand the program space, kitchen, and eating area. Improvements will offer more functional space for matches to meet, to operate summer day camp programs, and conduct more trainings and community meetings. 					\$75,000
Forest City Velodrome Association (Washroom and Club House Renovations) <ul style="list-style-type: none"> Funding will support the Forest City Velodrome which is one of only three indoor velodromes in Canada. Funds will allow this cycling hub to utilize space better at the old London Ice House, adding a virtual training studio and renovations to the 70 year old washroom and change room facilities to increase accessibility. 					\$40,000
John Howard Society of London and District (Roof Repair and Parking Lot Resurfacing) <ul style="list-style-type: none"> Funding will support roof repairs and parking lot resurfacing which will improve accessibility and safety of program delivery. The John Howard Society of London and District offers social and justice related programs, helping individuals and families who are at risk of, or who have come into conflict with the law. 					\$25,000
The N'Amerind (London) Friendship Centre Inc. (Roof Repair) <ul style="list-style-type: none"> Funding will support roof repairs to the N'Amerind Friendship Centre which will improve safe delivery of activities and increase program space. The N'Amerind Friendship Centre offers cultural relevant programs that promote physical, intellectual, emotional, and spiritual well-being of Aboriginal people and in particular Urban Aboriginal people through recreation, education, leadership, and Aboriginal heritage. 					\$22,420
Reforest London - Westminster Ponds Centre for Environment & Sustainability (Washroom Expansions to Increase Building and Programming Capacity) <ul style="list-style-type: none"> Funding will support renovations including increasing the number of washrooms in two buildings (Huron and Bruce) to maximize program space. The Westminster Ponds Centre, is set to become one of the largest community-based environmental centres in Canada, and is expected to serve over 15,000 visitors and program participants annually. 					\$90,000

CAPITAL					
Organization / Project Description	BSC	SOC	GOE	CSL	Total
The Arts Project London (Washroom Renovation) <ul style="list-style-type: none"> Funding will support a washroom renovation that will increase accessibility capacity and use for patrons and artists. The Arts Project London supports emerging and developing theatre, visual and performing artists. The centre features a gallery, black-box theatre, multi-use workshop space, and 10 resident artist studios in a heritage building in downtown London. 					\$35,500
Youth Centre for Change (Washroom Renovation) <ul style="list-style-type: none"> Funding will support upgrades and renovations to washroom facilities to accommodate the needs of 12 youth residing in two 100 year old homes. The Youth Centre for Change is a residential facility for teen male youth who have experienced trauma and abuse. 					\$52,000
INNOVATION					
Across Languages Translation and Interpretation Service (Remote Interpretation Ontario Change Agent Project) <ul style="list-style-type: none"> Funding will support a Change Agent to implement the Remote Interpretation Ontario service. Working with community partners and service providers through training, coaching, and team sessions, front line staff across London will understand the care paths and easily be able to access different modes of interpretation at the correct time, thus transforming service delivery across several sectors. 					\$65,623

Organization / Project Description	BSC	SOC	GOE	CSL	2020	2021	2022	2023	Total
The N'Amerind (London) Friendship Centre Inc. <ul style="list-style-type: none"> Funding will support the Dorothy Day Resource Centre which offers a wide range of Indigenous teachings of cultural significance. Teachings include: making cultural products, learning cultural dances, and sharing through Knowledge Keepers. These programs support increasing awareness, self-esteem, wellness, and a sense of belonging of urban Indigenous people. 					\$85,000	\$85,000	\$85,000	\$85,000	\$340,000
University Students' Council of the University of Western Ontario <ul style="list-style-type: none"> Funding will support the annual Early Outreach Conference which supports Grade 7 and 8 students from low-income neighbourhoods attend Western and Fanshawe to learn about post-secondary education opportunities and supports. 					\$9,500	\$9,500	\$9,500	\$9,500	\$38,000
Urban Roots London <ul style="list-style-type: none"> Funding will support the new Urban Roots Farm Manager/Community Developer who will facilitate on-farm volunteering, educational programs, increased farm production, and build/manage a wholesale client base. Urban Roots is a not-for-profit urban farm on recuperated land that supplies healthy, local, and accessibly priced food. 					\$29,750	\$29,750	\$29,750	\$29,750	\$119,000
Vanier Children's Services <ul style="list-style-type: none"> Funding will support Integrated, Neighbourhood Based, School-Aged Mental Health Services which will provide informal mental health consultations to families and staff who are participating in school aged programs at Family Centres. 					\$38,000	\$38,000	\$38,000	\$38,000	\$152,000
Victorian Order of Nurses for Canada (VON) <ul style="list-style-type: none"> Funding will support the School Spring Vegetable and Fruit Delivery Program which provides bulk purchased and volunteer delivered fresh food, five days a week for eight weeks to targeted schools in need. VON is the lead organization for the Ontario School Nutrition Program in the Southwest Region of Ontario. 					\$33,250	\$33,250	\$33,250	\$33,250	\$133,000
Western Education - Child and Youth Development Clinic, Western University <ul style="list-style-type: none"> Funding will support subsidies so that low-income children, youth, and families can access clinical mental health assessment and intervention services. 					\$23,750	\$23,750	\$23,750	\$23,750	\$95,000

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES & POLICY COMMITTEE MEETING ON NOVEMBER 25, 2019
FROM:	CATHY SAUNDERS, CITY CLERK
SUBJECT:	WASTE MANAGEMENT WORKING GROUP – EXTENSION OF TERM

RECOMMENDATION

That on the recommendation of the City Clerk, the following actions be taken with respect to the Waste Management Working Group:

- a) the following appointments to the Waste Management Working Group, BE EXTENDED to June 30, 2021, or until the Working Group completes its mandate, whichever is sooner: Councillors van Holst, Lehman, Turner and Pelosa; and,
- b) subject to the approval of part a), above, the Terms of Reference BE AMENDED to reflect the Term of Office for the Working Group.

BACKGROUND

In December 2016, the Municipal Council established a Waste Management Working Group. The current Terms of Reference for the Group are attached to this report as Appendix A.

DISCUSSION

Appointments last fall, following the Municipal Election, were made for a term ending November 30, 2019. Staff has indicated that this Working Group is required beyond this timeline, including a meeting in December of this year. The proposed extension will allow for the anticipated completion of the mandate, noting that should this conclude in advance of June 30, 2021, the Working Group will be disbanded.

PREPARED BY AND RECOMMENDED BY:
CATHY SAUNDERS CITY CLERK

APPENDIX A

WASTE MANAGEMENT WORKING GROUP TERMS OF REFERENCE

(December 2016)

COMPOSITION:

The Waste Management Working Group (WMWG) shall be comprised of a minimum of three (3) Members of Council who have indicated to the City Clerk their willingness to serve on the Working Group.

TERM OF OFFICE:

The WMWG shall dissolve upon completion of its mandate.

CHAIR AND VICE CHAIR:

The Chair and Vice Chair shall be elected by the Working Group from among its Members.

REPORTING RELATIONSHIP:

The Working Group shall report through the Civic Works Committee.

MANDATE:

The Working Group shall consider matters related to the City's Resource Recovery Strategy and Residual Waste Disposal Strategy. The Resource Recovery Strategy involves the development and design of a plan to maximize waste reduction, reuse, recycling, resource recovery, energy recovery and/or waste conversion in an economically viable manner. The Residual Waste Disposal Strategy involves the development and design of a long-term plan to manage residual waste (waste after resource recovery) until 2050 or longer and will require the completion of an Individual Environmental Assessment.

DUTIES:

The Working Group shall:

- a) Review and provide input to Civic Administration on reports brought forward regarding the Resource Recovery Strategy and Residual Waste Disposal Strategy;
- b) Review and provide input to the Municipal Council, through the Civic Works Committee, with respect to the development and design of the Resource Recovery Strategy and Residual Waste Disposal Strategy;
- c) Participate, as appropriate, in broader community engagement at key points throughout the planning/development process of the Resource Recovery Strategy
- d) Participate, as appropriate, in broader community engagement at key points throughout the environmental assessment for the Residual Waste Disposal Strategy; and
- e) Provide input in evaluating issues received from the public and other stakeholders.

MEETINGS:

The meetings shall be held quarterly or on an as needed basis.

RESOURCES:

Research and general support staff resources shall be provided through the Managing Director, Environmental & Engineering Services and City Engineer. Secretariat support shall be provided by the City Clerk's Office.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES & POLICY COMMITTEE MEETING ON NOVEMBER 25, 2019
FROM:	CATHY SAUNDERS, CITY CLERK
SUBJECT:	RAPID TRANSIT IMPLEMENTATION WORKING GROUP – EXTENSION OF TERM and UPDATE

RECOMMENDATION

That on the recommendation of the City Clerk, the following actions be taken with respect to the Rapid Transit Implementation Working Group:

- a) the following appointments to the Rapid Transit Implementation Working Group, BE EXTENDED to November 15, 2022, or until the Working Group completes its mandate, whichever is sooner: Councillors van Holst, Squire, Cassidy, Helmer, Kayabaga, Hillier, Pelosa, Hopkins and Lehman; and,
- b) subject to the approval of part a), above, the revised Terms of Reference as appended to this report as Appendix "B" BE APPROVED.

BACKGROUND

On March 5, 2019, the Municipal Council resolved:

"That the following actions be taken with respect to Rapid Transit and other transportation projects related to the Public Transit Infrastructure Stream (PTIS) funding:

- a) the Civic Administration BE DIRECTED to:
 - i) consign to meetings of the Strategic Priorities and Policy Committee (SPPC) all major Bus Rapid Transit (BRT) related matters, including but not limited to reports, presentations and Councillor submissions that have regard to Rapid Transit or any project seeking funding through the \$204 million allocated to London under the Federal Public Transit Infrastructure Stream (PTIS) and the \$170 million Provincial funding commitment, noting that this will not include any related property acquisitions;
 - ii) reports of Rapid Transit Implementation Working Group BE DIRECTED to SPPC; and
 - iii) continue with this practice until such time as council explicitly directs otherwise; and,..."

DISCUSSION

Appointments to the Rapid Transit Implementation Working Group (RTIWG) made last fall, following the Municipal Election, were for a term ending November 30, 2019. In consultation with the rapid transit project team and the City Engineer, it is noted that there is value in continuing the RTIWG beyond this timing to support community engagement at key points throughout the design and construction phases and to provide for a venue for further discussion with the London Transit Commission. Meetings will be held on an as needed basis.

The Civic Administration proposes updates to the RTIWG Terms of Reference, in addition to those contemplated by Council in March of this year. A strikethrough version of the current Terms of Reference, with strikethrough outlining the proposed changes is attached as Appendix "A" of this report for consideration.

PREPARED BY AND RECOMMENDED BY:
CATHY SAUNDERS CITY CLERK

Appendix “A”

RAPID TRANSIT IMPLEMENTATION WORKING GROUP TERMS OF REFERENCE

COMPOSITION:

The Working Group shall be comprised of Members of Council who have indicated to the City Clerk their willingness to serve on the Working Group and three representatives from the London Transit Commission.

TERM OF OFFICE:

The Working Group shall dissolve upon completion of its mandate.

CHAIR AND VICE CHAIR:

The Chair and Vice Chair shall be elected by the Working Group from among its Members.

REPORTING RELATIONSHIP: The Working Group shall report through the [Civic Works Strategic Priorities and Policy](#) Committee.

DUTIES:

The Working Group shall:

- ~~a) Review and provide input on reports brought forward regarding the rapid transit implementation project;~~
- a) Participate, as appropriate, in broader community engagement at key points throughout the ~~planning~~, design and construction phases of the rapid transit implementation process.
- b) Serve as a liaison point between the London Transit Commission and the Municipal Council on matters respecting the ~~development and~~ implementation of London’s rapid transit initiative
- c) Review and provide input to the Municipal Council, through the [Civic Works Strategic Priorities and Policy](#) Committee, with respect to the ~~development and~~ implementation of London’s rapid transit initiative.

MEETINGS:

The meetings shall be held ~~on a monthly or~~ on an as needed basis.

RESOURCES:

Research and general support staff resources shall be provided through the relevant Managing Director and/or the General Manager of the London Transit Commission. Secretariat support shall be provided by the City Clerk’s Office.

Appendix “B”

RAPID TRANSIT IMPLEMENTATION WORKING GROUP TERMS OF REFERENCE

COMPOSITION:

The Working Group shall be comprised of Members of Council who have indicated to the City Clerk their willingness to serve on the Working Group and three representatives from the London Transit Commission.

TERM OF OFFICE:

The Working Group shall dissolve upon completion of its mandate.

CHAIR AND VICE CHAIR:

The Chair and Vice Chair shall be elected by the Working Group from among its Members.

REPORTING RELATIONSHIP: The Working Group shall report through the Strategic Priorities and Policy Committee.

DUTIES:

The Working Group shall:

- a) Participate, as appropriate, in broader community engagement at key points throughout the design and construction phases of the rapid transit implementation process.
- b) Serve as a liaison point between the London Transit Commission and the Municipal Council on matters respecting the implementation of London’s rapid transit initiative
- c) Review and provide input to the Municipal Council, through the Strategic Priorities and Policy Committee, with respect to the implementation of London’s rapid transit initiative.

MEETINGS:

The meetings shall be held on an as needed basis.

RESOURCES:

Research and general support staff resources shall be provided through the relevant Managing Director and/or the General Manager of the London Transit Commission. Secretariat support shall be provided by the City Clerk’s Office.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON NOVEMBER 25, 2019
FROM:	KELLY SCHERR, P.ENG. MANAGING DIRECTOR, ENVIRONMENTAL & ENGINEERING SERVICES AND CITY ENGINEER AND ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2020 WATER AND WASTEWATER RATES

RECOMMENDATION

That, on the recommendation of the Managing Director, Environmental and Engineering Services & City Engineer, and the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer the following actions be taken with respect to the 2020 Water and Wastewater rates and charges:

- a) the proposed attached by-law (Appendix “A”), “A by-law to amend By-law WM-28 being “A by-law for regulation of wastewater and stormwater drainage systems in the City of London”, as amended by providing for an increase in the rates and charges, **BE INTRODUCED** at the Municipal Council meeting to be held November 26, 2019 to effect rates and charges increases of 2.5 percent effective January 1, 2020; and,
- b) the proposed attached by-law (Appendix “B”), “A by-law to amend By-law W-8 being “ A by-law to provide for the Regulation of Water Supply in the City of London”, as amended by providing for an increase in the rates and charges, **BE INTRODUCED** at the Municipal Council meeting to be held November 26, 2019 to effect rates and charges increases of 2.5 percent effective January 1, 2020.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Strategic Priorities and Policy Committee – November 21, 2016 – Water and Wastewater & Treatment Budgets
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=28197>

Strategic Priorities and Policy Committee – December 7, 2015 – 2016 Water and Wastewater Rates
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=21810>

2019 – 2023 STRATEGIC PLAN

This report supports the Strategic Plan in the following areas:

- Building a Sustainable City:
 - Infrastructure is built, maintained and operated to meet the long-term needs of our community; and
 - Growth and development is well planned and sustainable over the long term.
- Leading in Public Service:
 - Trusted, open, and accountable in service of our community;
 - Exceptional and valued customer service; and
 - Leader in public service as an employer, a steward of public funds, and an innovator of service.

BACKGROUND

Purpose

This report requests the approval of the Municipal Council to implement changes to Water and Wastewater rates and charges effective January 1, 2020.

Context

2019 is the last year of the 2016-2019 Multi-Year Budget process with the new 2020-2023 Multi-Year Budget to be presented to Council in December 2019 and approved in March 2020. Consistent with the previous multi-year budget, rate changes are recommended in advance of approval of the 2020-2023 Water and Wastewater Budgets. The rate is approved in advance of the conclusion of the budget process in order to ensure the revenue related to the rate increase corresponds with the budget's fiscal year. In the event that Council chooses to make significant changes to the water or wastewater budget during budget deliberations the rate would be re-adjusted in April 2020. The previous financial plan completed in 2015 included 3% annual increases moving forward. Upon more detailed budget analysis, a reduction to a 2.5% annual increase for the next four years has been recommended.

DISCUSSION

London's rates and forecasts for rates are based on expenditure projections outlined in the upcoming multi-year budget and the 20 year water and wastewater capital plans. Future rate increases are updated each budget cycle (and reviewed annually during each budget update) and are generally consistent with the approved Water Financial Plan that was updated and submitted to the Ministry of Environment and Climate Change in 2015.

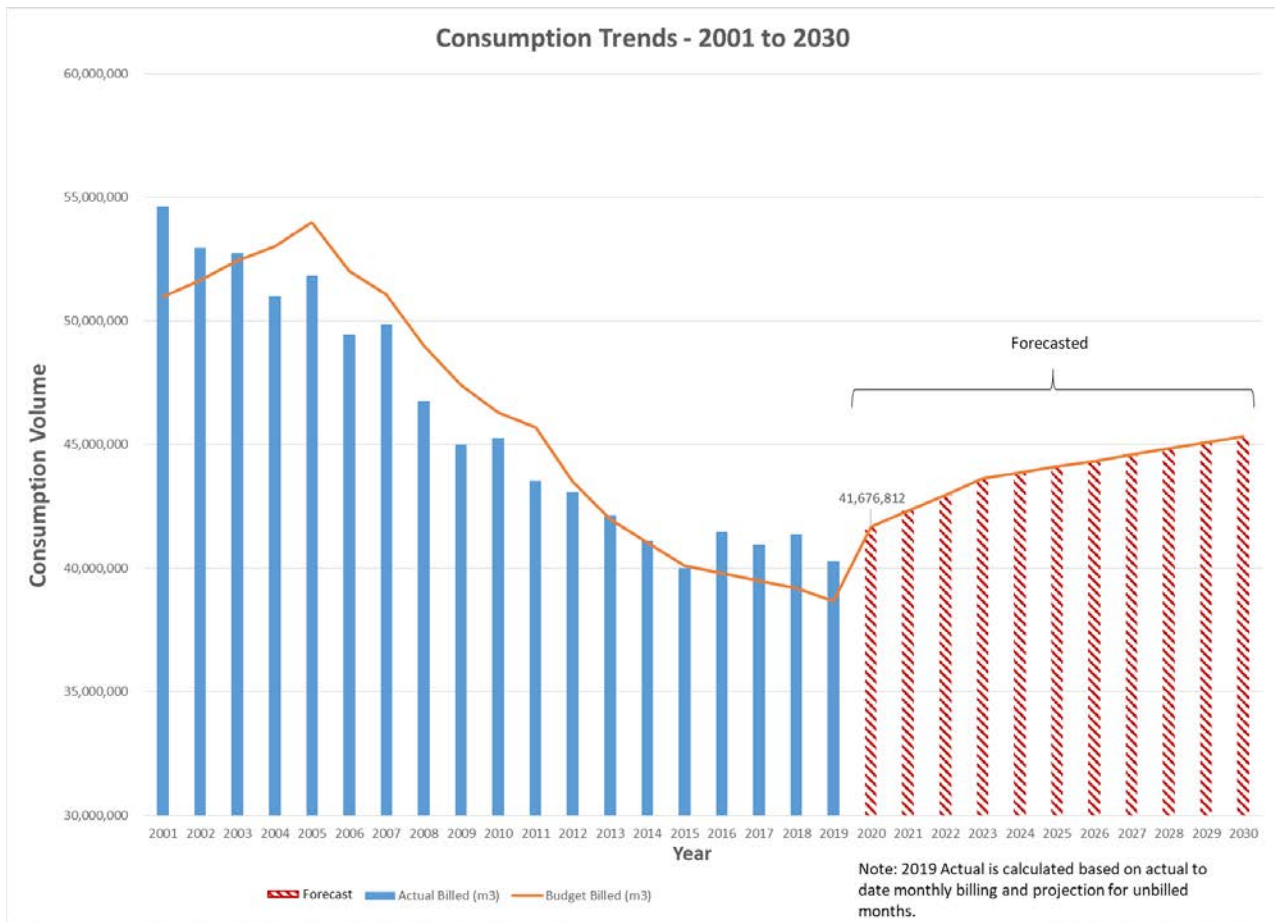
The following table outlines prior year approved rate increases, along with proposed rate increases for the next four year multi-year budget cycle.

Approved Rate Increases					Proposed Rate Increases			
2015	2016	2017	2018	2019	2020	2021	2022	2023
7%	3%	3%	3%	3%	2.5%	2.5%	2.5%	2.5%

The following factors influence the water and wastewater rates.

Water Consumption

Despite the implementation of a new water and wastewater rate structure in March 2013, which shifted a greater proportion of total revenues to fixed charges, revenues continue to be heavily influenced by water consumption volumes. The consumption has steadily declined since 2002 with consumption beginning to level off over the last four years. The following graph illustrates the declining water consumption trend of recent years and the forecasts to 2030.



Water conservation efforts across the City continue to reduce per capita water consumption. The growth in the number of customers is forecast to overtake the impacts of reduced consumption during this multi-year budget cycle resulting in a net increase in consumption. Another driver of revenue growth over the multi-year budget period is new industrial development consumption, most significantly the opening of the new Maple Leaf Foods plant, which is anticipated to be one of the City’s largest water users within the next 5 year period.

Purchase of Water Costs

The cost of purchasing water from the Lake Huron and Elgin Area Primary Water Supply Systems is a significant component of the Water budget, comprising approximately 30% of the overall total Water budget. The water financial model includes the most up-to-date rate forecasts from the water boards, including the currently approved 1% and 4% rate increases for 2020 for the Huron and Elgin systems respectively.

Energy Prices

Although inflation is a significant factor in current and future rate forecasts, price increases in energy commodities – specifically electricity and natural gas – could have a significant impact on future rate forecasts as they are a relatively large component (approximately 18%) of Wastewater operating expenditures, and have historically increased at rates higher than general inflation trends. Energy reduction gains have been made through energy efficiency work at major reservoirs and pumping stations and the imminent installation of the Organic Rankine Cycle engine to recover waste heat at the Greenway Pollution Control Plant. The energy price variability continues to pose a significant financial risk and will continue to be monitored over the next multi-year budget period.

Infrastructure Gap

The capital needs of the Water and Wastewater & Treatment systems continue to be significant drivers of current and future rate increases. The City of London’s 2019 Corporate Asset Management Plan identified that the value of the City’s water, wastewater, and stormwater systems is \$15.3 billion dollars and represents 76% of the

replacement value of all of the City's assets. The Corporate Asset Management Plan identified the following infrastructure gaps (as of 2019) related to water, stormwater, and wastewater infrastructure:

	Current Gap (\$000's)	Gap in 10 Years (\$000's)
Water	\$4,117	\$0
Sanitary	\$7,178	\$36,280
Stormwater	\$0	\$3,746

The water and wastewater and stormwater portion of the City's overall infrastructure gap is relatively small proportion at 7% of the city's 10 year cumulative infrastructure gap. A further discussion of the Corporate Asset Management Plan's recommendations and the implications on the water and wastewater financial plans will be provided in the multi-year water and wastewater budget document.

Maintaining Adequate Reserve Fund Balances

It is critical that water and wastewater reserve fund balances are maintained at sufficient levels to support the renewal and enhancement needs of this significant asset base. The 2015 Water Financial Plan set a target of a minimum average reserve fund balance of 1% of the replacement value of these assets to be maintained to provide a funding source for future capital requirements. This would represent a target reserve fund balance of at least \$58 million for Water and \$94 million for Wastewater, noting that current forecasted reserve fund balances are below these targeted amounts. These targets will be reviewed in 2020 as part of the full analysis of the Corporation's capital asset renewal and replacement reserve funds. Maintaining adequate reserve fund balances is important to ensuring the financial flexibility to manage future strategic investments as well.

Water Financial Plan

Ontario Regulation 453/07 *Financial Plans* under the *Safe Drinking Water Act, 2002* mandates the preparation of a Financial Plan as part of the Municipal Drinking Water License program. This regulation was designed by the Ministry of the Environment in response to Justice Dennis O'Connor's Walkerton Inquiry recommendations. The intent is to ensure that municipalities plan for the long-term financial sustainability of their drinking water systems. The Financial Plan must be updated prior to the renewal of a municipal drinking water license every 5 years. London's Water Financial Plan was last updated in May 2015. The Financial Plan will be updated to include the outcome of the multi-year budget deliberations and is currently targeted to be submitted to the April meeting of the Civic Works Committee.

Customer Impact

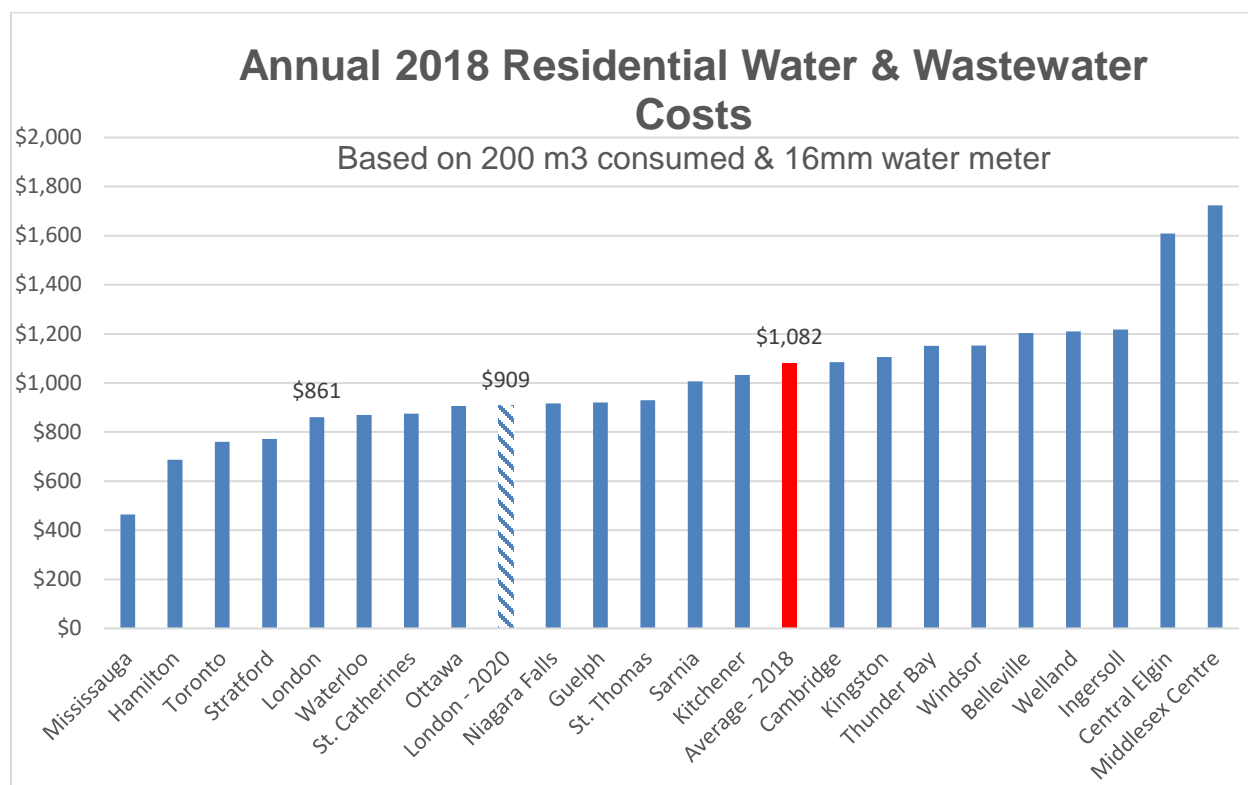
The impact to the average residential customer of a 2.5% increase in both Water and Wastewater rates is summarized below:

	Budgeted Residential Cost at 2019 Rates ⁽¹⁾	2020 Increase (2.5%)	Forecast Residential Cost at 2020 Rates
Water	\$486	\$13	\$499
Sanitary	\$404	\$10	\$414
Storm	\$196	\$5	\$201
	\$1,086	\$28	\$1,114

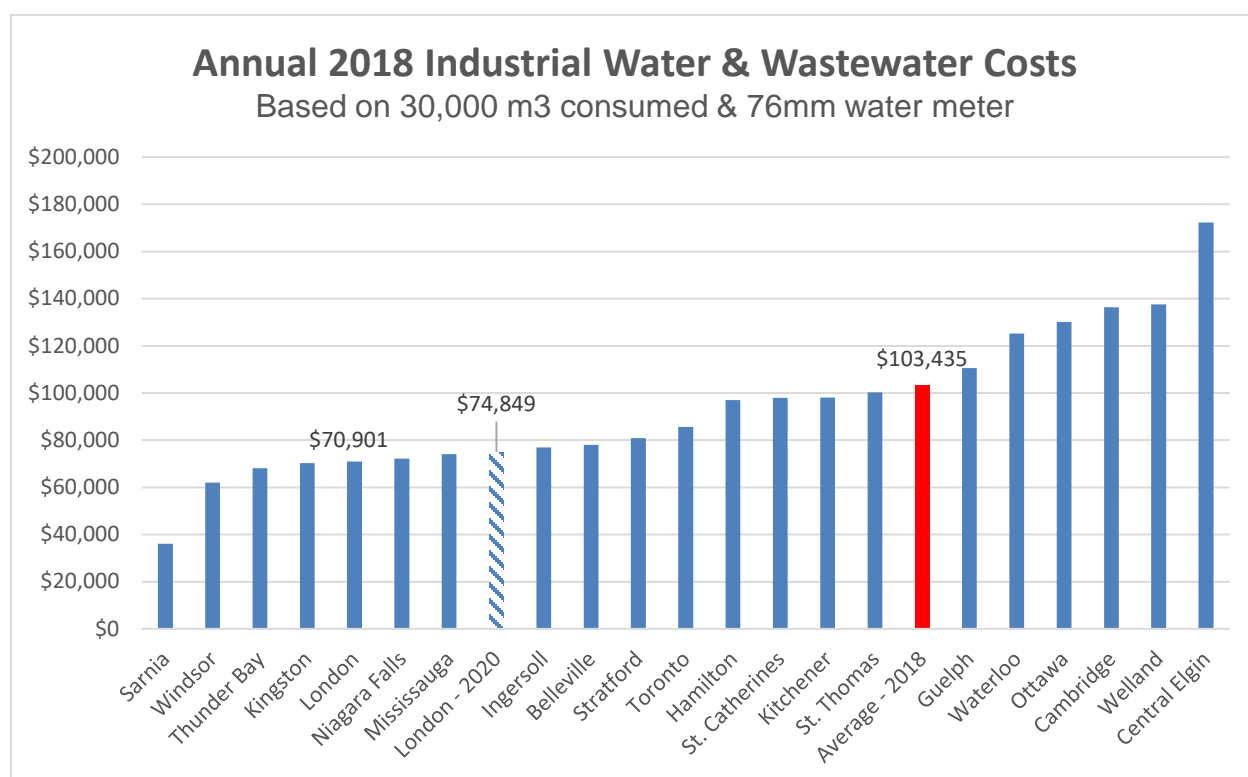
Note 1: The budgeted residential cost is based on an average residential consumption of 200 m³ (BMA Municipal Study).

Subject to rounding

The following figures show the cost of water, stormwater and sanitary services in comparable municipalities.



Source: 2018 BMA Municipal Study



Source: 2018 BMA Municipal Study

By way of comparison, the preceding charts illustrate London's very competitive water and wastewater rates for both residential and industrial customers relative to other Ontario municipalities. Note that the data for other municipalities reflects 2018 rates, while London's 2018 and proposed 2020 figures are shown for comparison. These figures also exclude stormwater charges, as many municipalities incorporate these charges into their property tax rates.

Next Steps

The 2020-2023 Multi-Year Budget will be presented to Council in December 2019 and approved in March 2020. The rate is approved in advance of the conclusion of the budget process in order to ensure the revenue related to the rate increase corresponds with the budget's fiscal year. In the event that Council chooses to make significant

changes to the water or wastewater budget during budget deliberations the rate would be re-adjusted in April 2020.

CONCLUSIONS

The proposed rate increases are lower than those forecasted during the last budget cycle. The reduced rate increase is related to the comprehensive re-evaluation of the 20 year water and wastewater plan and the new revenue forecast that predicts increased water consumption over the next four years. With the completion of the 2019 Corporate Asset Management Plan, the infrastructure gap remains manageable and is relatively low compared to other corporate asset classes. London’s water and wastewater rates remain extremely competitive with comparable municipalities. The proposed water and wastewater rates provide an excellent value to the citizens of London and a competitive advantage for the City’s industrial, commercial, and institutional customers.

SUBMITTED BY:	RECOMMENDED BY:
SCOTT MATHERS, P. ENG., MPA DIRECTOR, WATER AND WASTEWATER	KELLY SCHERR, P. ENG., FEC MANAGING DIRECTOR, ENVIRONMENTAL & ENGINEERING SERVICES & CITY ENGINEER
RECOMMENDED BY:	
ANNA LISA BARBON, MANAGING DIRECTOR, CORPORATE SERVICES & CITY TREASURER, CHIEF FINANCIAL OFFICER	

November 18, 2019

Attach: Appendix “A” Wastewater Rates and Charges Amendment By-law
Appendix “B” Water Rates and Charges Amendment By-law

Bill No.
2019

By-law No. WM-28 - _____

A by-law to amend By-law WM-28 being “A by-law for regulation of wastewater and stormwater drainage systems in the City of London”, as amended, by providing for an increase in the rates and charges.

WHEREAS subsection 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 11 of the *Municipal Act, 2001*, provides for a municipality to pass by-laws respecting matters within the sphere of jurisdiction, including Public Utilities, which includes systems to provide for services relating to sewage, which is defined to include wastewater and stormwater and other drainage from land and commercial wastes and industrial wastes that are disposed of in a sewage (wastewater or stormwater) system;

AND WHEREAS subsection 391(1) of the *Municipal Act, 2001* provides that a municipality may impose fees or charges on persons:

- (a) for services and activities provided or done by or on behalf of it;
- (b) for costs payable by it for services and activities provided or done by or on behalf of any other municipality or local board; and
- (c) for the use of its property including property under its control;

AND WHEREAS it is deemed expedient to pass this by-law;

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

1. That By-law WM-28 being “A by-law for regulation of wastewater and stormwater drainage systems in the City of London”, as amended, be amended by deleting Schedule “A” – Wastewater and Stormwater Charges in its entirety and by replacing it with a new Schedule “A” – Wastewater and Stormwater Charges attached to this by-law as Schedule “A”.
2. This by-law comes into force and effect on January 1, 2020.

PASSED in Open Council on November 26, 2019.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – November 26, 2019
Second Reading – November 26, 2019
Third Reading – November 26, 2019

SCHEDULE "A"
WASTEWATER AND STORMWATER CHARGES

This Schedule should be read in conjunction with Wastewater and Stormwater By-law, Drainage By-law and Waste Discharge By-law.

1. Monthly Wastewater Usage Charges

A Wastewater Usage Charge shall be based on the amount of Water consumption on a per cubic metre basis for each respective Water Meter at the rates as indicated in the table below. Where a Customer has an approved Flow Monitor, the monthly Wastewater Usage Charge will be based on that volume. The total monthly Wastewater Usage Charge is the sum of usage in all blocks at the rate for each block.

Range within Block (m³)	Monthly Water Consumption (m³)	January 1, 2020 Rate (\$/m³)
0 - 7	First 7	-
8 - 15	Next 8	\$2.0503
16 -25	Next 10	\$2.6361
26 - 35	Next 10	\$2.9290
36 - 250	Next 215	\$1.1128
251 - 7,000	Next 6,750	\$1.0544
7,001 - 50,000	Next 43,000	\$0.9607
50,001+	Over 50,000	\$0.8553

2. Monthly Wastewater Fixed Charges

Wastewater Fixed Charges shall be the infrastructure connection charge based on the Meter or Flow Monitor size as shown in the table below.

Meter Size (mm)	January 1, 2020 Monthly Charge (\$)
16	\$13.72
19	\$20.56
25	\$34.27
40	\$68.53
50	\$109.64
76	\$239.84
100	\$411.13
150	\$959.35
200	\$1,644.58
250	\$2,056.30

3. Monthly Stormwater Fixed Charges

Stormwater Fixed Charges shall be the infrastructure connection charge as shown in the table below.

Property Type & Size	January 1, 2020 Storm Drainage Charge
Residential, Land area equal to or below 0.40 hectares without storm sewer within 90m of property	\$12.56 (\$/Month)
Land area equal to or below 0.40 hectares	\$16.71 (\$/Month)
Land area above 0.40 hectares	\$139.10 (\$/hectare/Month)

4. Miscellaneous Rates and Charges

4.1 Frontage Charge

A Frontage Charge shall be levied as shown in the table below.

Type of Sewer Connection	January 1, 2020 Frontage Charge (\$ per metre of calculated frontage)
Sanitary Sewer	\$255.05
Storm Sewer – Residential	\$236.12
Storm Sewer – All Lands, excluding Residential	\$472.25

4.2 Private Drain Connection (PDC) Charges

<i>Services provided by the Engineer – single detached residential, low density residential dwellings</i>	Each PDC (\$)
<u>Repair or replace existing PDC – no construction</u> the repair or replacement of an existing private drain connection	\$5000

4.3 Hauled Liquid Waste Disposal

The Hauled Liquid Waste Disposal charge shall be levied based on the volume of waste at the rate shown in the table below.

Type of Waste	January 1, 2020 Rate (\$ per 1,000 litres)
Hauled Liquid Waste, excluding Leachate	\$14.52
Leachate	\$26.75

4.4 High Strength Sewage Service Charge

The High Strength Sewage Service charge shall be levied based on the volume of Wastewater measured by a Meter or Flow Monitor approved by the Engineer at the rate shown in the table below.

Type of Service	January 1, 2020 Rate (\$ per m³)
High Strength Sewage Service	\$0.672

Bill No.
2019

By-law No. W-8-_____

A by-law to amend By-law W-8 being “A by-law to provide for the Regulation of Water Supply in the City of London”, as amended, by providing for an increase in the rates and charges.

WHEREAS subsection 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 11 of the *Municipal Act, 2001*, provides for a municipality to pass by-laws respecting matters within the sphere of jurisdiction, including Public Utilities which incorporates a system that is used to provide water services for the public;

AND WHEREAS subsection 391(1) of the *Municipal Act, 2001* provides that a municipality may impose fees or charges on persons:

- (a) for services and activities provided or done by or on behalf of it;
- (b) for costs payable by it for services and activities provided or done by or on behalf of any other municipality or any local board; and
- (c) for the use of its property including property under its control;

AND WHEREAS it is deemed expedient to pass this by-law;

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

1. That By-law W-8 being “A by-law to provide for the Regulation of Water Supply in the City of London”, as amended, be amended by deleting Schedule “A” – Water Rates and Charges in its entirety and by replacing it with a new Schedule “A” – Water Rates and Charges attached to this by-law as Schedule “A”.
2. This by-law comes into force and effect on January 1, 2020.

PASSED in Open Council on November 26, 2019.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – November 26, 2019
Second Reading – November 26, 2019
Third Reading – November 26, 2019

SCHEDULE "A"
WATER RATES AND CHARGES

1. Monthly Water Usage Charges - Water rates

The Water consumed on all properties in the City shall be charged on a per cubic metre basis for each respective Meter at the rates as indicated in the table below. The total monthly Water Usage Charge is the sum of usage in all blocks at the rate for each block.

Range within Block (m³)	Monthly Water Consumption (m³)	January 1, 2020 Rate (\$/m³)
0 - 7	First 7	-
8 - 15	Next 8	\$2.3069
16 -25	Next 10	\$2.9659
26 - 35	Next 10	\$3.2956
36 - 250	Next 215	\$1.2524
251 - 7,000	Next 6,750	\$1.1864
7,001 - 50,000	Next 43,000	\$1.0811
50,001+	Over 50,000	\$0.9626

2. Monthly Water Fixed Charges

Water monthly fixed charges shall be the sum of infrastructure connection charge, fire protection charge and customer assistance charge (as applicable) as noted in the tables below.

2.1 Infrastructure Connection charge

All Customers shall be charged an infrastructure connection charge based on the Meter size as shown in the table below.

Meter Size (mm)	January 1, 2020 Monthly Charge (\$)
16	\$16.20
19	\$24.29
25	\$40.49
40	\$80.99
50	\$129.59
76	\$283.43
100	\$485.91
150	\$1,133.80
200	\$1,943.63
250	\$2,429.67

2.2 Fire Protection Charge

All Customers shall be charged a fire protection charge as shown in the table below.

Property Classification	January 1, 2020 Monthly Charge (\$)
Residential and Low-density Residential	\$1.66
Institutional, Commercial, Industrial, Medium-density Residential, High Rise under 5.0 hectares	\$11.12
Institutional, Commercial, Industrial, Medium-density Residential, High Rise 5.0 hectares and over	\$55.54

2.3 Customer Assistance Charge

All Residential individually metered Customers shall pay the charges as noted in the table below to provide funding for low income crisis support, low income crisis prevention and the customer assistance program.

Property Classification	Monthly Charge (\$)
Residential	0.25

3. Miscellaneous Water Rates and Charges

3.1 Temporary connection charges for construction

Temporary connection charges shall be charged as shown in the table below.

Building Type	January 1, 2020 Charge (\$)
Single Family	\$59.99
Duplex	\$59.99
Up to 4 Units	\$74.97
5 to 10 Units	\$112.38
11 to 15 Units	\$149.88
16 to 20 Units	\$187.42
21 to 25 Units	\$225.64
26 to 30 Units	\$262.29
31 to 35 Units	\$299.92
36 to 40 Units	\$337.40
41 to 50 Units	\$374.83
Over 50 Units	\$7.60 per unit
Other Buildings	\$15.26 per 93 m ² of floor space (min charge \$38.12)

3.2 Main Tap charges

Main Tap charges shall be charged as shown in the table below.

Type of Main Tap	January 1, 2020 Charge (\$)
Tap size 50 mm or less	\$359.95
Tap size greater than 50 mm	\$719.90
Tapping concrete Mains or tap size of greater than 300 mm	\$2,159.71

3.3 Miscellaneous Charges

Miscellaneous charges shall be as noted in the table below.

Service or Activity	January 1, 2020 Charge
Change of occupancy/ Account set-up/ Security deposit	As set by London Hydro
Late payment	As set by London Hydro
NSF cheques	As set by London Hydro
Collection charges	As set by London Hydro
Bulk Water User charges Cost of Water per 1,000 litres	\$3.85
Inspecting Waterworks installations/ disconnections	\$133.25 per hour
Disconnection of Water Service During regular hours After regular hours	\$35.00 \$185.00
Arrears Certificate charges (non-payment/arrears)	As set by and payable to London Hydro
Disconnect and Reconnect Meter at customer request 16 and 19 mm 25 mm and larger	\$133.25 \$266.50
Install Water Meter and Remote Read-Out Unit at customer request 16 and 19 mm 25 mm and larger	\$307.50 Time and material
Repair damaged Water Meter 16 and 19 mm 25 mm and larger	\$235.75 Time and Material
Meter checked for accuracy at customer's request and found to be accurate 16 and 19 mm 25 mm and larger	\$271.63 \$404.88
Builder and Developer Frontage Charges: (based on actual frontage which directly abuts City right-of-way) Residential (maximum 50 metres) Commercial, Institutional and Industrial	\$234.33 per metre \$249.23 per metre
Illegal Hydrant Connection	\$768.75/offence + water Consumption
Temporary Hydrant Connection Hydrant connection/disconnection Hydrant occupancy Water consumption Minimum charge (up to 300 m ³) All additional m ³	\$225.50 \$41.00/week \$999.38 \$3.33/m ³

Service or Activity	January 1, 2020 Charge
Water Meter Installation Options (by application):	
Radio Device Wired to Outside of House	No Charge
Touch Pad Wired Outside of House	Materials
Meter Pit Installation	Time and Material (\$2,500.00 deposit)
Valve Rod Extensions (by length):	
2 Foot	\$67.62
2 1/2 Foot	\$68.91
3 Foot	\$70.18
3 1/2 Foot	\$71.47
4 Foot	\$72.75
4 1/2 Foot	\$74.05
5 Foot	\$75.33
5 1/2 Foot	\$76.62
6 Foot	\$77.89
6 1/2 Foot	\$79.18
7 Foot	\$80.46
7 1/2 Foot	\$81.75
8 Foot	\$83.04
9 Foot	\$85.60
10 Foot	\$88.17

Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: John M. Fleming, Managing Director, City Planning and City Planner,
and
Kelly Scherr, Managing Director, Environmental and Engineering Services and City Engineer

Subject: Climate Change Emergency - Update

Meeting on: November 25, 2019

Recommendation

That, on the recommendation of the Managing Director, City Planner and the Managing Director, Environmental and Engineering Services and City Engineer, the attached report **BE RECEIVED** and the following actions **BE TAKEN** with respect to the City's Climate Emergency Declaration and the next steps to further reduce energy use and increase climate change mitigation and adaptation actions during the next twelve months:

- a) Staff **BE DIRECTED** to undertake the following immediate actions:
- i. Establish a City-wide target for London to achieve net zero community greenhouse gas (GHG) emissions by the year 2050.
 - ii. Consistent with the direction of Council's recently adopted Corporate Energy Conservation & Demand Management (CDM) Plan, pursue opportunities to achieve Corporate net zero GHG emissions prior to 2050 with the goal of demonstrating municipal commitment and leadership to Climate Emergency mitigation.
 - iii. Establish an internal team, inclusive of representatives from all service areas, to be champions for climate emergency actions within their service area and to help implement climate emergency initiatives.
 - iv. All Service Areas to identify immediate opportunities that can be implemented within existing resources using existing and new tools; deliver an educational program to all service areas to assist them with understanding the climate emergency and possible actions to address it.
 - v. Launch the process to develop a new Climate Emergency Action Plan (CEAP) and incorporate the Community Energy Action Plan into this process.
 - vi. Develop an interim screening Climate Emergency Evaluation Tool (CEET).
 - vii. Create a new Climate Emergency area on the City's web site, providing better communication to Londoners on the climate emergency, its implications and how they can assist.
 - viii. Advocate, as a municipal leader in Canada, for climate emergency action at the provincial and federal government level.
 - ix. Advance those actions and strategies identified in Council's strategic plan that will address the Climate Emergency through existing budgets.
- b) Staff **BE DIRECTED** to undertake the following actions within the next four months:
- i. Continue community and key stakeholder engagement on the CEAP process.

- ii. Complete an initial screen of current major transportation projects using the interim screening CEET.
 - iii. Complete and formalize a permanent screening CEET and administrative processes through expert review and London-focused risk evaluation.
 - iv. Include a standard section in all Standing Committee reports that addresses the Climate Emergency Declaration and, where appropriate, applies the screening CEET to the issues that are addressed in each report.
 - v. Seek out opportunities for new funding to support climate emergency initiatives.
- c) Staff **BE DIRECTED** to undertake the following actions within one year:
- i. Work with each Service Area to review all proposed major City projects and master plans (e.g., road widenings, facilities, parks and recreation facility upgrades, wastewater treatment, waste disposal, fleet) within the 10 year capital plan through the screening CEET and, where appropriate, recommend the modification of these projects;
 - ii. Work with each Service Area to review all major existing programs and projects through the screening CEET to determine what should be considered for elimination, what may be changed and what should be started in response to the climate emergency.
 - iii. Identify methods for advancing the urban forest strategy more quickly including exploring reforestation of under-utilized agricultural land within London and tree planting on a regional basis.
 - iv. Establish appropriate tools to encourage cool roofs, green roofs, and/or rooftop solar energy systems and other green infrastructure for private developments.
 - v. Work with relevant Service Areas to apply the screening CEET to review and make any required changes to address the climate emergency in the Design Specifications Manual, Site Plan Control Area By-law, Urban Design Guidelines, Tree Protection by-law, Purchasing By-law, all granting processes and other documents and processes that have an impact on the climate emergency, **IT BEING NOTED THAT** these assessments and amendments will be undertaken in priority, based on the magnitude of their potential impact on the climate emergency and **IT ALSO BEING NOTED THAT** the entirety of this process will be undertaken over a period that extends beyond the one-year timeline.
- d) Staff **BE DIRECTED** to complete the Climate Emergency Action Plan within one year, to include but not be limited to, the following components:
- i. A clear city-wide net zero community GHG emissions target (no later than 2050, but with the intent of establishing a path to net zero GHG emissions prior to 2050).
 - ii. A clear Corporate net zero GHG emissions target (no later than 2050, but with the intent of establishing a path to net zero GHG emissions prior to 2050).
 - iii. A clear strategy and specific actions to achieve the targets established in (i) and (ii), above.
 - iv. A strategic approach and specific tools for communicating the climate emergency.
 - v. Elevate discussions with developers, homebuilders and contractors regarding design and construction techniques to reduce lifecycle GHG emission impacts.

- vi. Explore opportunities for utilizing GHG offsets and establish policy for when this is appropriate.

IT BEING NOTED THAT:

- i. The City's Strategic Plan contains reference to more than 30 specific actions and strategies dealing with climate change;
- ii. The multi-year budget process contains numerous programs and projects in the base budget that address climate change mitigation and adaptation including the need to increase actions in this area of importance; and
- iii. Several Business Cases designed to increase actions that address climate change mitigation and adaptation have been submitted for multi-year budget deliberations.

Executive Summary

The changing climate is a problem that is both impacting all communities around the world and caused by the actions of all communities around the world. The shared resource of our atmosphere has lacked the stewardship required to ensure that future generations will be afforded the same benefits of ecological services, resource productivity and physical safety that we take for granted today.

London's direct impacts from climate change (severe weather damages including those from flooding, high winds, freezing rain and extreme temperatures; increase in vector-borne diseases like Lyme disease and West Nile virus; increasing cost and decreased availability of consumer goods; increased energy costs; loss of biodiversity; to name only a subset) affect or will affect all means of life and economic prosperity. These impacts will only get worse if strong collective actions to curb GHG emissions and adapt to the changes already occurring are not taken immediately.

In order to most efficiently and effectively respond to the climate emergency, existing programs and plans, community and industry partnerships and ground-level actions to address the impacts of climate change on our City need to be coordinated.

The time to act is now. The recommendations put forth in this report represent a clear strategy to implement a shift in the way we evaluate our work and a reorientation of our priorities to better position the City of London for the future. As a leader among peers on the municipal response to the climate emergency, London will signal to the community, other municipalities, the province, and businesses that, through our actions, safety and prosperity of future generations is of paramount importance.

This report:

- Identifies the key immediate, next steps with respect to the need to further reduce energy use and increase climate change mitigation and adaptation actions and how this will be elevated as part of the City's Climate Emergency Declaration during the next 12 months (December 2019 to November 2020);
- Replaces the proposed community engagement process for the Community Energy Action Plan (Approved April 9, 2019) with an expanded process for a Climate Emergency Action Plan;
- Identifies a number of recent, tangible actions that have been/are being taken with respect to climate change by the City, by the community and by businesses; and
- Highlights the interrelationship between programs, projects and strategies of current and upcoming activities designed to reduce GHG emissions (thereby mitigating contributions to climate change) and adapt to future climate change/severe weather impacts.

Council's 2019-2023 Strategic Plan

Municipal Council continues to recognize the importance of climate change mitigation, climate change adaptation, sustainable energy use, related environmental issues and the need for a more sustainable and resilient city in the development of its 2019-2023 - Strategic Plan for the City of London. Specifically, London's efforts in both climate change mitigation and adaptation address four of the five Areas of Focus, at one level or another:

- Strengthening Our Community
- Building a Sustainable City
- Growing our Economy
- Leading in Public Service

Analysis

1.0 Background

1.1 Context

On April 23, 2019 Council Resolved:

- i) *the Civic Administration **BE REQUESTED** to report back on tangible actions that the municipality can undertake with respect to Climate Change at a future meeting of the appropriate Standing Committee;*
- ii) *the following Declaration of a Climate Emergency **BE APPROVED**:*

"Whereas climate change is currently contributing to billions of dollars in property and infrastructure damage worldwide, stressing local and international economies;

Whereas climate change is currently jeopardizing the health and survival of many species and other natural environments worldwide, stressing local and international eco systems;

Whereas climate change is currently harming human populations through rising sea levels and other extraordinary phenomena like intense wildfires worldwide, stressing local and international communities;

Whereas recent international research has indicated a need for massive reduction in carbon emissions in the next 11 years to avoid further and devastating economic, ecological, and societal loss;

Whereas the climate in Canada is warming at twice the rate of the rest of the world, as per Canada's Changing Climate report;

Whereas current initiatives such as the greening of the city's fleet and energy reduction initiatives are not sufficient to meet the targets as defined by the IPCC scientists,

Whereas an emergency can be defined as "an often dangerous situation requiring immediate action";

Whereas municipalities such as Kingston, Vancouver and Hamilton have already declared climate emergencies;

*Therefore, a climate emergency **BE DECLARED** by the City of London for the purposes of naming, framing, and deepening our commitment to protecting our economy, our eco systems, and our community from climate change.";*

- *it being noted that the above-noted Declaration is not intended to invoke the City of London's Emergency Response Plan or to interfere with the responsibilities and*

power delegated to the Mayor to declare or to terminate a local emergency under the Emergency Management and Civil Protection Act, 1990;

- *it being further noted that a climate emergency is distinct from the kinds of emergencies contemplated under the Emergency Management and Civil Protection Act, 1990, as it is a global emergency with impacts extending beyond London.*

2.0 What are the Implications for London?

At the end of 2018, the UN Secretary General, António Guterres, in regards to the climate emergency warned:

- *Humanity and life on Earth now face a 'direct existential threat'*
- *The world must act swiftly and robustly to keep global warming under 1.5°C and try to avoid utterly catastrophic impacts to life on Earth¹*

(See Appendix "B" What is a Climate Emergency?)

2.1 How will the Climate Crisis affect London, Directly?

The environmental, social and economic impacts of climate change vary by region around the world due to the complexity of the climate system and its interrelation to regional socio-economic realities. Down-scaled global climate models and recent empirical evidence indicate that London can expect direct physical changes to include warmer, wetter, weather with increased likelihood and intensity of severe weather events.

Middlesex-London has experienced a range of extreme weather events such as extreme heat events, intense precipitation events leading to flooding, snow squalls and ice storms. Climate change is expected to increase the number, intensity, spatial extent and duration of many extreme weather events including rain, hail, thunder and lightning, strong winds, and extreme heat events².

Extreme Heat and Cold

Communities experience increases in mortality when temperatures rise above 25-26°C. There is a correlation between humidex and emergency room visits and hospitalizations in Middlesex-London and that heat-stress related morbidity (hospitalizations or emergency room visits for heat-related illness) is positively correlated with increasing summer humidex values⁴. Extreme cold conditions due to the disruptions to the jet stream in the atmosphere (i.e. the Polar Vortex) can also pose significant health risks to Canadians. People exposed to extreme cold conditions who do not take preventative measures are at risk of windburn, frostbite, hypothermia and death².

Lyme and Vector Borne Diseases

As the warming trend continues, previously inhospitable regions in Canada are becoming more suitable for vectors that carry infectious diseases. In southwestern Ontario, vector-borne diseases of immediate concern, among others include West Nile virus (WNV), Eastern Equine Encephalitis (EEE) and Lyme disease.

Climate change results in a projected increase in the spread of tick populations that harbour Lyme disease northward into central and eastern Canada. These projections have been validated through surveillance and monitoring. The Lyme disease vector is spreading into Canada at a rate of approximately 35-55 kilometers per year. Human cases of Lyme disease are increasing with approximately 30 cases reported in 2007 to 315 in 2012. The spread of black-legged tick populations and resulting human risk of exposure to Lyme disease is projected to continue to increase over the next several decades due to climate change² (see Appendix B-2)

Insects carrying diseases will not be the only species affected by climate change that may impact London residents. The Government of Ontario has produced a detailed list of anticipated ecological impacts from climate change (see Appendix D-1), which includes significant alterations to numerous species' migration and breeding habits, availability of food sources, expanded northern habitat ranges and the

acknowledgement that some less adaptable species may even disappear from their current habitats. Many of the interactions with nature that Londoners enjoy (birding, hunting, fishing, etc.) are likely to be impacted.

Ecological Concerns Affecting London

Increase in insect and disease outbreaks such as emerald ash borer, gypsy moths and oak wilt, have seen an increase, which adds pressures to the City's natural heritage systems. Over 700,000 ash trees have been infected with the emerald ash borer. Oak wilt could have the same impact on oak trees as has been seen in the loss of ash trees in the City of London. The increased tree stresses effects forest growth and their overall ability to store carbon leading to a larger GHG foot print for London.

Warming and wetter weather affect sensitive species and their isolated habitats. The decrease in water quality and thermal pollution changes the way species interact with one another and their environment. The stresses on the natural system lead to loss of habitat and loss of vulnerable species.

Financial Costs to Londoners

In addition to the health and ecological impacts that London will likely experience from the physical changes with the changing climate, London residents will also be subjected to increased financial costs from more extreme weather events.

Natural catastrophes are on the rise in Canada³. Federal expenditure for natural catastrophes from 2009-2015 was greater than the previous 39 years combined. The greatest spending was on floods, which accounted for 75% of the expenditures. Following the 2013 floods in Toronto, the average insurable claim for flooding was \$40,000. Adapting to the Climate Emergency to mitigate flood damage is paramount in reducing future costs arising from natural catastrophes. (see Appendix B-2)

Climate change's socio-economic impacts are also already being felt in London and it is anticipated that they will only increase in severity. Goods and services already experiencing negative impacts attributable to climate change include home insurance premiums, transportation and home energy costs and the availability and cost of many imported goods (e.g. produce from California, wine from France, olive oil from Italy).

In addition to these recognized and documented impacts, there are several potential sources of impacts that could negatively affect the quality of life for Londoners and put significant pressure on the City's infrastructure and financial health:

- Increased international migration to London as a result of drought, disease and/or global political instability in areas hard-hit by climate change;
- Reduced regional water security (quantity, quality and pressures from the US); and,
- Ramifications to food systems and other ecosystem services due to biodiversity loss.

London is not isolated from the wide array of impacts from climate change and every source of GHG emissions is a contributor to the problem. It is important to also recognize that there will be a disproportionately large impact on equity-seeking groups who are less resilient to economic shocks.

3.0 What can London Do?

3.1 Background

There are two primary types of responses to address climate change:

- Mitigation: mitigating future impacts through reductions in emissions of GHGs such as carbon dioxide, methane, and nitrous oxides, primarily as a result of the use of fossil fuels (e.g., fuel for personal vehicles, natural gas for heating buildings); and

- Adaptation: adapting infrastructure, homes, buildings, landscapes, etc. to better withstand current and future impacts of more frequent severe weather events that are created from a climate that is “wetter, warmer, and wilder” (see Appendix C-3).

There are also actions that can be taken that provide both climate change mitigation and adaptation benefits, for example:

- “Smart grid” technologies can provide both emissions reductions as well as an emergency back-up source of power in the event of a major power outage;
- Green roofs retain and reduce stormwater runoff from buildings as well as reduce energy demand for air conditioning directly (on the building) and indirectly (by reducing the urban heat island effect); and
- Urban forests reduce energy demand for air conditioning directly (by shading buildings and forming wind breaks) and indirectly (from reducing the overall urban heat island effect) and help to retain and reduce stormwater runoff.

3.2 Our Foundation - Actions to Date

The City of London has been leading and/or collaborating on three major initiatives dealing with increasing energy efficiency, reducing greenhouse gas generation and addressing climate change for over 20 years. Recent activities and actions are summarized in these three areas of activities (detailed in Appendix C):

1. 2014-2018 Community Energy Action Plan (Appendix C-1)
2. 2014-2018 Corporate Energy Conservation and Demand Management Plan and the next 2019-2023 Corporate Energy Conservation and Demand Management Plan approved by Council on October 29, 2019 (Appendix C-2), and
3. Planning and designing for severe weather and climate change adaptation (Appendix C-3)

Appendix D summarizes the major activity areas from the provincial and federal governments.

The City of London “climate change team” includes participation from all services areas in the form of programs, projects or activities that contribute to reducing energy use which subsequently reduce GHG emissions. Public reporting has been led by the Environmental & Engineering Services Area and is done through the Community Energy Action Plan (annually) and the Corporate Energy Management Program (annually).

Recently, Council has strengthened the resources in Planning in order that greater emphasis is placed on resiliency and sustainability planning and policy development (e.g., climate change adaptation, green development, green infrastructure). This strengthening will not only benefit existing programs and projects but is crucial to the implementation of many areas of The London Plan, Council’s Strategic Plan and addresses moving forward with the City’s Climate Emergency Declaration.

The City’s “climate change team” is further strengthened with expertise and knowledge from London Hydro, Enbridge, London District Energy and large energy stakeholders such as Western University, London Health Sciences Centre, Green Economy London, and many others. Similarly, numerous community stakeholders provide expertise as individuals through organizations like London Environmental Network, Urban League of London, etc.

Finally, City staff have also worked with and continue to work with many external stakeholder groups on climate change mitigation and adaptation:

- City staff played a leadership role within Quality Urban Energy Systems of Tomorrow (QUEST) Canada, a leading organization for community energy planning. QUEST estimates that over 200 communities in Canada have community energy plans, and more than 400 communities (collectively represents more than 50 percent of Canada's population) working on community energy initiatives.
- The City of London, along with Western University, is a participant in the Community Energy Knowledge Action Partnership (CEKAP), a unique Canada-wide partnership of universities and municipalities studying the challenges of implementing community energy plans. In 2019, QUEST gave London a 77% score overall on ten key indicators on how municipal and utility processes, policies, programs, and projects in London compare to smart energy best practices across Canada, with London scoring above-average on eight out of ten indicators
- The City of London operates the London Waste to Resources Innovation Centre along with Western University and many local, regional and national businesses. The focus is on creating greater value from waste materials and reducing the environmental, social and financial impact of existing materials.
- In October 2019, the City of London was selected by the Federation of Canadian Municipalities (FCM) to participate in a Canada-wide network of 25 municipalities to peer review existing climate change work and collaborate on areas needing further work in order to implement best practices for climate change mitigation and adaptation
- City staff work with peers in Ontario municipalities on climate change mitigation and adaptation activities through participation in the Clean Air Partnership and Regional Public Works Commissioners of Ontario.
- Globally, the City of London is a participant in CDP Cities and the Global Covenant of Mayors for Climate & Energy. In 2019, CDP Cities gave the City of London an "A-, Leadership" score for local climate change mitigation activities and a "C, Awareness" score for climate adaptation activities.

3.3 Actions and Timelines

The remainder of this section is divided into three areas and is City staff's response to Council's request *"to report back on tangible actions that the municipality can undertake with respect to Climate Change at a future meeting of the appropriate Standing Committee."*

1. Actions to Take Immediately
2. Actions to Take in the Next Four Months
3. Actions to Take within One Year

1. Actions to Take Immediately

- Establish a City-wide target for London to achieve net zero community greenhouse gas (GHG) emissions by the year 2050.
- Consistent with the direction of Council's recently adopted Corporate Energy Conservation & Demand Management (CDM) Plan, pursue opportunities to achieve Corporate net zero GHG emissions prior to 2050 with the goal of demonstrating municipal commitment and leadership to Climate Emergency mitigation.
- All Service Areas to identify immediate, incremental actions that can be implemented with existing resources, and using existing and new tools and educational materials created by the City to work towards the City-wide target.
- Launch the process to develop a new Climate Emergency Action Plan (CEAP) and incorporate the upcoming engagement for the Community Energy Action Plan into this

process and ensure that the community understands that one comprehensive plan is being prepared.

- Develop an interim screening Climate Emergency Evaluation Tool (CEET). The interim screening tool will be structured around high-level questions regarding the potential impact to the community and corporation regarding climate change aspects such as reducing fossil fuel use, reducing stormwater generation, and improving resiliency to severe weather events and extreme heat events.
- Create a new Climate Emergency area on the City's web site, providing better communication to Londoners on the climate emergency, its implications and how they can assist. This new web site will build on the existing tools, details and processes at the City.
- Advocate, as a municipal leader in Canada, for climate emergency action at the provincial and federal government level.
- Advance those actions and strategies identified in Council's strategic plan that will address the Climate Emergency through existing budgets.

2. Actions to Take in the Next Four Months

- Continue community and key stakeholder engagement on the Climate Emergency Action Plan process, including participation in the FCM Showcase Cities Pilot Project.
- Complete and formalize a permanent screening CEET and administrative processes through expert review and London-focused risk evaluation.
- Include a standard section in all Standing Committee reports that addresses the Climate Emergency Declaration and, where appropriate, applies the screening CEET to the issues that are addressed in each report.
- Prioritize and expedite, active transportation and transit infrastructure and services with existing budget resources.
- Seek out opportunities for new funding to support climate emergency initiatives.

3. Actions to Take within One Year

- Work with each Service Area to review all proposed major City projects and master plans (e.g., road widenings, facilities, parks & recreation facility upgrades, wastewater treatment, waste disposal, fleet) within the 10 year capital plan through the screening CEET and, where appropriate, recommend the modification of these projects;
- Work with each Service Area to review all major existing programs and projects through the screening CEET to determine what should be considered for elimination, what may be changed and what should be started in response to the climate emergency.
- Identify methods for advancing the urban forest strategy more quickly including exploring reforestation of under-utilized agricultural land within London and tree planting on a regional basis.
- Establish appropriate tools to encourage cool roofs, green roofs, and/or rooftop solar energy systems and green infrastructure for private developments.
- Work with relevant Service Areas to apply the screening CEET to review, and make any required changes to address the climate emergency in the Design Specifications Manual, Site Plan Control Area By-law, Urban Design Guidelines, Tree Protection by-law, Purchasing By-law, all granting processes and other documents and processes that have an impact on the climate emergency, noting that:

- these assessments and amendments will be undertaken in priority, based on the magnitude of their potential impact on the climate emergency; and
- the entirety of this process will be undertaken over a period that extends beyond the one-year timeline.
- Complete and publish the new Climate Emergency Action Plan, which will include (but not be limited to) the following:
 - A clear city-wide net zero community GHG emissions target (as early as possible, but no later than 2050).
 - A clear Corporate net zero GHG emissions target (as early as possible, but no later than 2050).
 - A clear strategy and specific actions to achieve the community and corporate targets listed above.
 - A strategic approach and specific tools for communicating the climate emergency.
 - A strategy for climate change adaptation, with a focus on the impact of severe weather on London's built infrastructure including an updated flood forecasting and warning system.
- Elevate discussions with the development industry regarding design and construction techniques to reduce lifecycle GHG emission impacts as well as to reduce stormwater generation through low-impact development techniques.
- Explore opportunities for utilizing GHG offsets and establish policy for when this is appropriate.

3.4 Actions Being Taken While the CEAP is Developed

This report outlines how the City is exhibiting ownership and taking a leadership role on responding to the climate emergency. In addition to City actions, the following “Top Five Actions” were identified through the Community Energy Action Plan engagement process to be applicable for the majority of Londoners, London's businesses and employers, and senior levels of government for reducing fossil fuel use and GHG emissions, as well as adapting to climate change. These represent actions that can be and/or are being implemented now and will be supported by City-led actions within the new Climate Emergency Action Plan. It is imperative that existing actions and directions under way are not delayed while the new CEAP is being developed.

Londoners

- Drive less (or not at all) – make more trips by walking, cycling, transit, carpooling
- Reduce transportation impacts by switching to an electric vehicle, a hybrid vehicle, or a very fuel efficient one.
- Make your home more energy efficient and severe weather resilient– and work towards net-zero energy use and reduced stormwater runoff.
- Reduce food waste, especially for high-impact foods such as red meat and dairy.
- Go local – for food, for products, for vacations.

London's Businesses & Employers

- Invest in energy efficiency and low-impact development measures for buildings and processes.
- Apply green procurement strategies to the supply chain.
- Invest in green fleet measures.
- Reduce business travel, especially by air, through webinars and video conferences. If business travel is required, consider carbon offsetting.
- Reduce employee commuting – promote cycling, transit, carpooling, telework.

Senior Levels of Government

- Maintain carbon pricing to help reduce fossil fuel use.
- Assist Londoners and London's businesses and employers with their actions.
- Keep Ontario's electricity GHG emissions as low as they are today, if not lower.
- Start investing in regional public transportation for Southwestern Ontario.
- Set a timeline for phasing out internal combustion engine only vehicles.

2019-2023 Strategic Plan for the City of London

The 2019-2023 Strategic Plan for the City of London contains more than 30 specific strategies and actions that support climate change mitigation and adaptation (see table below). This is in addition to programs and projects that are part of regular city operations such as the recycling program, LED streetlights, maintenance of on-going energy efficiency equipment in facilities, and the Regional Rideshare carpool program, etc.

The majority of these strategies and actions are associated with base funding and do not require new investment. However, a number of them may be augmented with additional funding as part of the multi-year budget deliberations starting in December 2019.

Strategic Areas of Focus	Strategy (Determines the action, method or plan to bring about the future desired state)
STRENGTHENING our Communities	Establish and revitalize community housing through a Regeneration Plan. Create more purpose-built, sustainable, affordable housing stock in London. Promote and invest in urban agriculture initiatives. Promote pedestrian safety and active transportation.
BUILDING a Sustainable City BUILDING a Sustainable City (continued)	<ul style="list-style-type: none"> • Regenerate and revitalize LMCH/Community Housing sites. • 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. • Advance sustainability and resiliency strategies. • Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure. • Revitalize London's downtown and urban areas. • Work with residents and organizations to implement the 60% Waste Diversion Action Plan. • 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. • 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).

Strategic Areas of Focus	Strategy (Determines the action, method or plan to bring about the future desired state)
	<ul style="list-style-type: none"> • Update flood forecast and warning system to address a changing climate. • 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. • Plant more trees to increase the city's tree canopy cover.
GROWING our Economy	<ul style="list-style-type: none"> • Expand opportunities and activities through the London Waste to Resources Innovation Centre. • Implement the Smart City Strategy. • Plan for High Speed Rail. • Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.
LEADING in Public Service	<ul style="list-style-type: none"> • Measure and publicly report on corporate performance. • Increase access to information to support community decision making.

4.0 Conclusion

This report outlines the immediate and near-term actions to be undertaken by the City in response to the declaration of a climate emergency, and to demonstrate the City's leadership in responding to this declaration. The next steps begin immediately, will build upon existing and ongoing actions to understand, acknowledge and reduce the City's contribution to the climate emergency and improve the City's resilience to the changing climate.

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September, 2019
GB/MF/JS/CS

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Appendix D-Senior Levels of Government

Appendix D-1-Overview of Provincial Government – Climate Change and Government of Ontario Ecological Concerns

Appendix D-2-Overview of Federal Government – Canada's Action on Climate Change

Appendix A – References

1. United Nation's Secretary General Statement September 10, 2018
2. Assessment of Vulnerability to the Health Impacts of Climate Change in Middlesex-London Report Prepared for the Middlesex-London Health Unit, 2014
3. In the Insurance Bureau of Canada (IBC) Combatting Canada's Rising Flood Costs 2018
4. World Metrological Organization- The State of the Global Climate in 2018
5. IPCC, 2018: Summary for Policymakers. In: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.)]. World Meteorological Organization, Geneva, Switzerland, 32 pp.

Appendix B-1- What is a Climate Emergency

What is it?

This climate emergency is a call to action to combat and reduce greenhouse gas (GHG) emissions by 45% from 2010 levels by 2030 and to establish net zero GHG emissions by 2050 or sooner. Reduction in GHG emissions is required to slow and hopefully stop the rapid intensification of the greenhouse effect within our atmosphere and stabilize global temperatures to no more than 1.5°C above pre-industrial levels.

The average global temperature for 2015–2019 is on track to be the warmest of any equivalent period on record. It is currently estimated to be 1.1°Celsius ($\pm 0.1^\circ\text{C}$) above pre-industrial (1850–1900) times. Widespread and long-lasting heat waves, record-breaking fires and other devastating events such as tropical cyclones, floods and drought have had major impacts on socio-economic development and the environment⁴.

- United Nation's World Meteorological Association, 2018

“Every extra bit of warming matters, especially since warming of 1.5°C or higher increases the risk associated with long-lasting or irreversible changes, such as the loss of some ecosystems,”⁵

- Intergovernmental Panel on Climate Change, 2018

In Canada, Federal and Provincial levels of government have established legislation and programs to reduce GHG emissions and increase sustainability and resiliency among communities. The climate emergency recognizes that upper levels of Government have established GHG targets and programs but they are not sufficient to stop the increases in GHG emissions worldwide or meet the targets as set out in the United Nations Paris Agreement.

According to the United Nations Intergovernmental Panel on Climate Change, the global warming of the last 50 years is, with over 95% probability, due to human activity¹.

What is causing it?

Exponential population and economic growth, but also the modern lifestyle of our globalised consumer society over recent decades have all continuously increased the emissions of CO₂ and other GHGs. The concentration of these GHGs in the earth's atmosphere is currently higher than at any time in the last 800,000 years.

The above-average rate of climate change that has been experienced since the 19th century is primarily due to the start of the industrial age and the associated demands for energy. The burning of coal, oil and gas resources that were naturally created over millions of years and stored in the earth's crust released large quantities of GHGs directly into the atmosphere which, in turn, intensified the natural greenhouse effect of the atmosphere. The increase in the concentration of GHGs in the atmosphere and the resulting warming is a reflection of the inability of the planet's natural systems to accommodate the rapid injection of historically sequestered carbon.

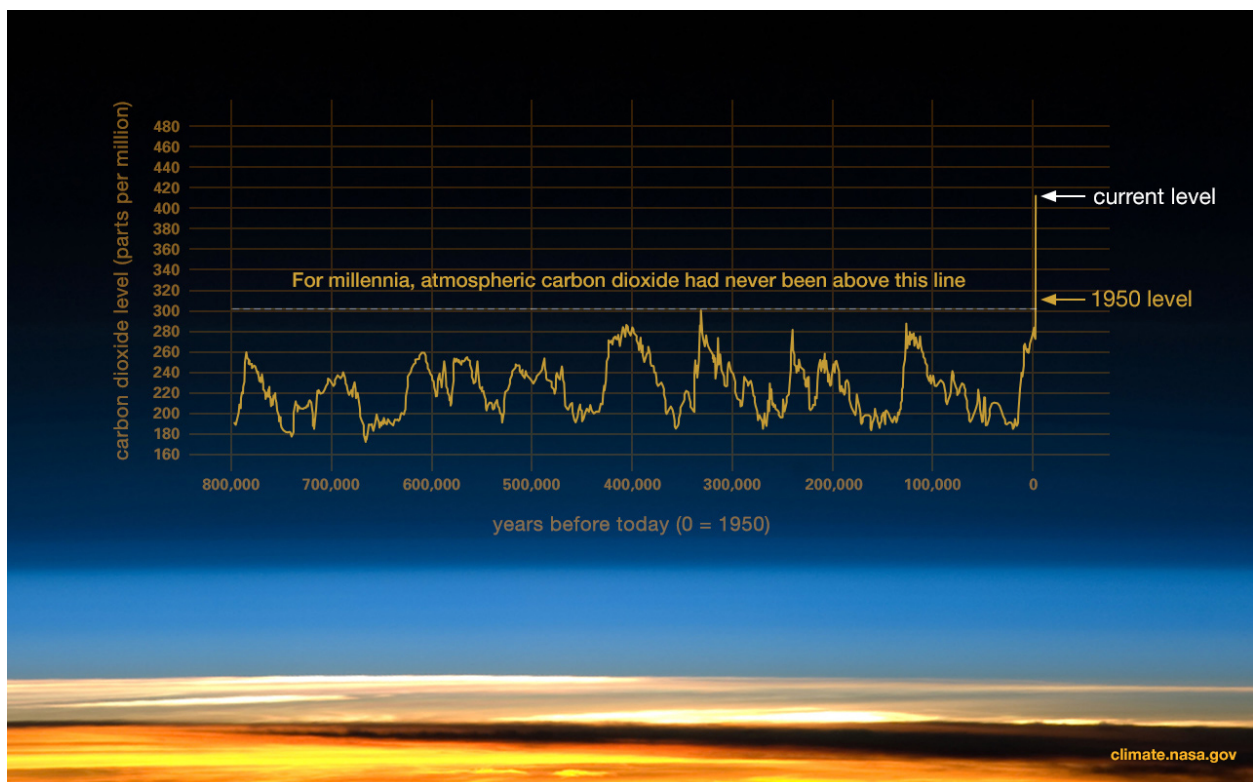


Figure 1 - Credit: Luthi, D., et al.. 2008; Etheridge, D.M., et al. 2010; Vostok ice core data/J.R. Petit et al.; NOAA Mauna Loa CO2 record.

What substantiates the emergency?

The Intergovernmental Panel on Climate Change (IPCC) is the UN body established to assess the science related to climate change and is widely regarded as the authority on the topic. The IPCC was established by the United Nations Environment Programme (UN Environment) and the World Meteorological Organization (WMO) in 1988 to provide policymakers with regular scientific assessments concerning climate change, its implications and potential future risks, as well as to put forward adaptation and mitigation strategies.

The reports produced by the IPCC since its creation have provided the world with ever-increasing certainty that human activity is responsible for the current state of climate change. Furthermore, the IPCC has increasingly urged that world leaders take action to significantly reduce the rate of GHG emissions. The most recent IPCC reports, culminating from the sixth assessment cycle, include:

- “Global Warming of 1.5°C. An IPCC special report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty.”;
- “Climate Change and Land: an IPCC Special Report on Climate Change, Desertification, Land Degradation, Sustainable Land Management, Food Security, and Greenhouse gas fluxes in Terrestrial Ecosystems” approved draft dated August 7, 2019; and,
- “The Ocean and Cryosphere in a Changing Climate” dated September 24, 2019.

Key findings across these most recent reports add to the large volume of scientific evidence already established that overwhelmingly supports the emergency status of the need to limit warming to 1.5°C or less.

With global actions centred around incremental improvements to our global GHG emissions only, limiting warming to 1.5°C or less is become less and less attainable.

“The 20 warmest years on record have been in the past 22 years. The degree of warming during the past four years has been exceptional, both on land and in the ocean.”

“Temperatures are only part of the story. Extreme and high impact weather affected many countries and millions of people, with devastating repercussions for economies and ecosystems in 2018,”

“Many of the extreme weather events are consistent with what we expect from a changing climate. This is a reality we need to face up to. Greenhouse gas emission reduction and climate adaptation measures should be a top global priority,”

- World Meteorological Organization, February 6, 2019

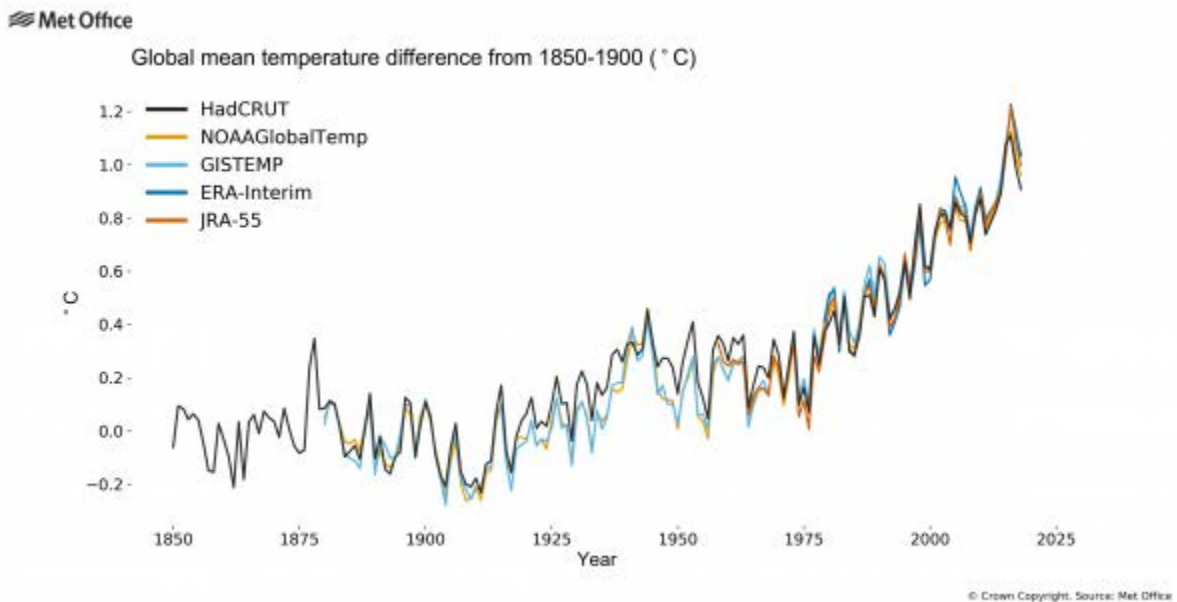


Figure 2- Source: WMO – Global temperature tracking datasets

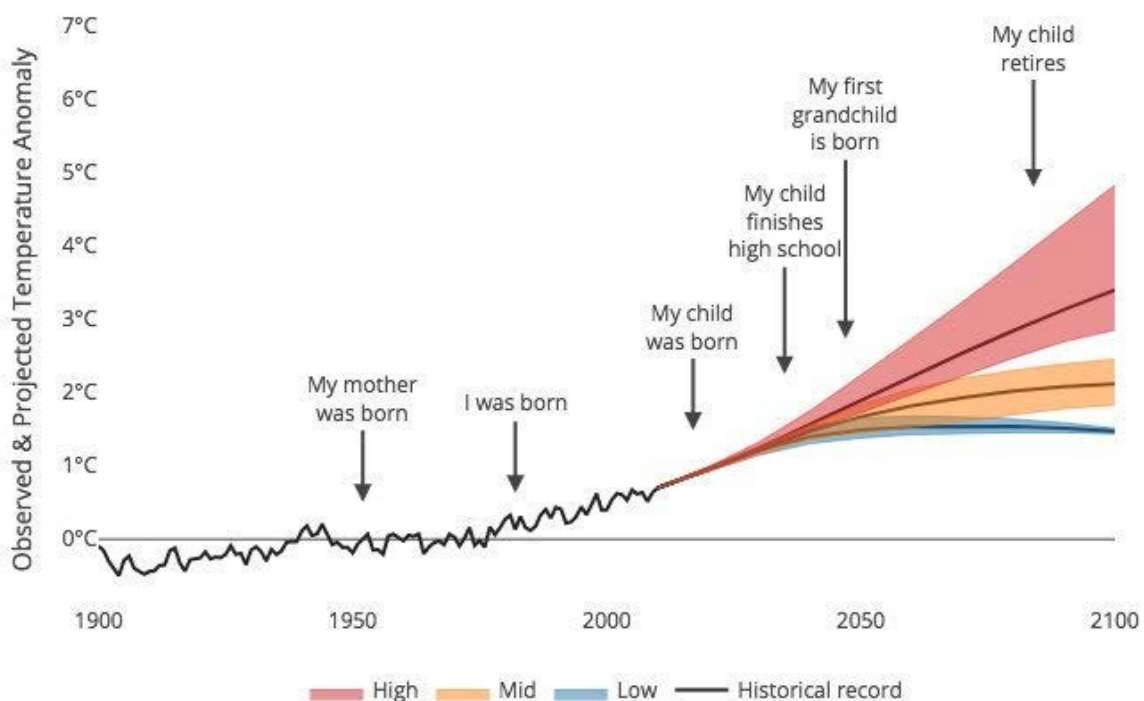


Figure 3-Source; Extinction Rebellion temperature futures based on emissions scenarios (high, mid, low)

What is the Critical Timeframe?

Carbon Budget

A carbon budget is a tool to understand the existing amount of GHG emissions currently in the atmosphere and the additional amount of GHGs that could be added and still

allow us to meet our goals. Because the world is already most of the way to 1.5°C of warming (approximately 1.04°C warmer than pre-industrial levels), the earth's carbon budget to limit global warming to a level of 1.5°C warmer is relatively small.

Based on the most recent Carbon Budget report (SR15) by the IPCC there is a 66% chance of avoiding 1.5°C warming if emissions are limited to 420 gigatonnes (Gt) of CO₂-equivalent GHGs – or 10 years of current emissions. Similarly, the budget for a 50/50 chance of exceeding 1.5°C is to 580 Gt CO₂-equivalent GHGs – 14 years of current emissions.

Overall, regardless of the IPCC projected Carbon Budget, to prevent the earth from warming more than 1.5°C above pre-industrial levels, GHG emissions must be reduced to net zero and drawing down of current GHGs must occur as soon as possible.

Known Unknowns

Significant tipping points exist in the earth's climate system and represent "known unknowns", which leading scientists highly suspect will have significant effects but the extent and severity of those effects and when they may occur are unknown. These tipping points include the melting of the earth's ice sheets on Greenland and Antarctica, the results of which would be sea level rise on the order of metres and disappearance of earth's polar "reflectors" of sunlight; destabilization of the vast expanses of permafrost in the northern hemisphere and subsequent release of immense amounts of methane, a GHG with global warming potential that is 25 to 28 times more potent than carbon dioxide; and, the slowing and/or reversal of established ocean currents that are key drivers of weather patterns globally. Any one of these tipping points may have the potential to initiate irreversible acceleration of the changes to our climate system and we cannot be sure of when these will occur, only that their occurrence will become more likely with continued warming.

Climate Action Around the World

The Climate Emergency Campaign officially started in the city of Darebin, Australia, whose city government passed the first declaration of climate emergency in December 2016. Hoboken New Jersey became the third city in the world and the first city in North America to declare a Climate Emergency in November, 2017. The City of London followed Vancouver, Halifax, Kingston and Kitchener in declaring a Climate Emergency.

In 2018, 196 Countries including Canada signed the Paris Accord. The intent of the accord is to keep the global temperature from rising 2°C above pre-industrial levels (and preferable not more than 1.5°C) by 2050. The Climate Emergency campaign seeks that GHGs peak by 2020 and be at net zero by 2050. Some experts within the climate science community argue that even these targets are not aggressive enough.

To achieve the recommended goals of the Paris Accord, local governments have adopted a climate emergency response. The climate emergency response is to acknowledge that the current targets as set by upper level governments are not sufficient to meet the recommendation of the Paris Accord. Climate Emergency Cities recognize the need for immediate action at a scale that is comparable to that of the actions taken to respond to global threats during World War II.

Considering the attention and prevalence of worldwide youth climate strikes, a lack of action to respond to the climate emergency also now harbours significant reputational risk for London's place on the regional, national and world stage.



Figure 4 - The Climate Strike, City of London, September 29, 2019

What can a single municipality do?

“Local governments in Canada have a significant role to play in minimizing the impacts of climate change on their population, economy, and fiscal budgets.”

— *Simon Fraser University Adaptation to Climate Change Team, 2015*

As the level of political leadership closest to citizens, municipalities have the unique opportunity to leverage that connection to affect real, on-the-ground change even in the absence of strong leadership from higher levels of government. As reported in London’s 2018 Community Energy and Greenhouse Gas Inventory, the municipal government has direct control over only approximately four percent of London’s community GHG emissions (i.e., methane emissions from the W12A landfill and fossil fuel use by municipal operations), but decisions made by City Council regarding land use and transportation have influence on an approximately 70 percent of London’s community GHG emissions. The decisions made at City Hall have a direct influence on the establishment of norms and expectations for Londoners related to both reducing GHG emissions and the City’s ability to adapt to the changing climate and increase resiliency for severe weather events.

Prioritization of mass transit over personal vehicle transportation, designing for a reduction in the average distance to amenities from residential neighbourhoods, walkability of civic streets, support for green and low-impact infrastructure development, social safety net and emergency response programs and mandatory assessment of large projects for their impacts with respect to climate change are only some of the ways a single municipality can make a difference.

Worldwide, there are increasingly bold examples of leadership from municipalities that demonstrate that a commitment to reducing GHG emissions and adapting to the consequences of climate change are both fiscally responsible and overwhelmingly

positive: A great example is Toronto's Don River wetland creation in the docklands (\$1.3B) which is anticipated to mitigate major flood impacts from future severe storms.



Figure 5 Global Covenant of Mayors-2017

Sources of Community GHG Emissions in London

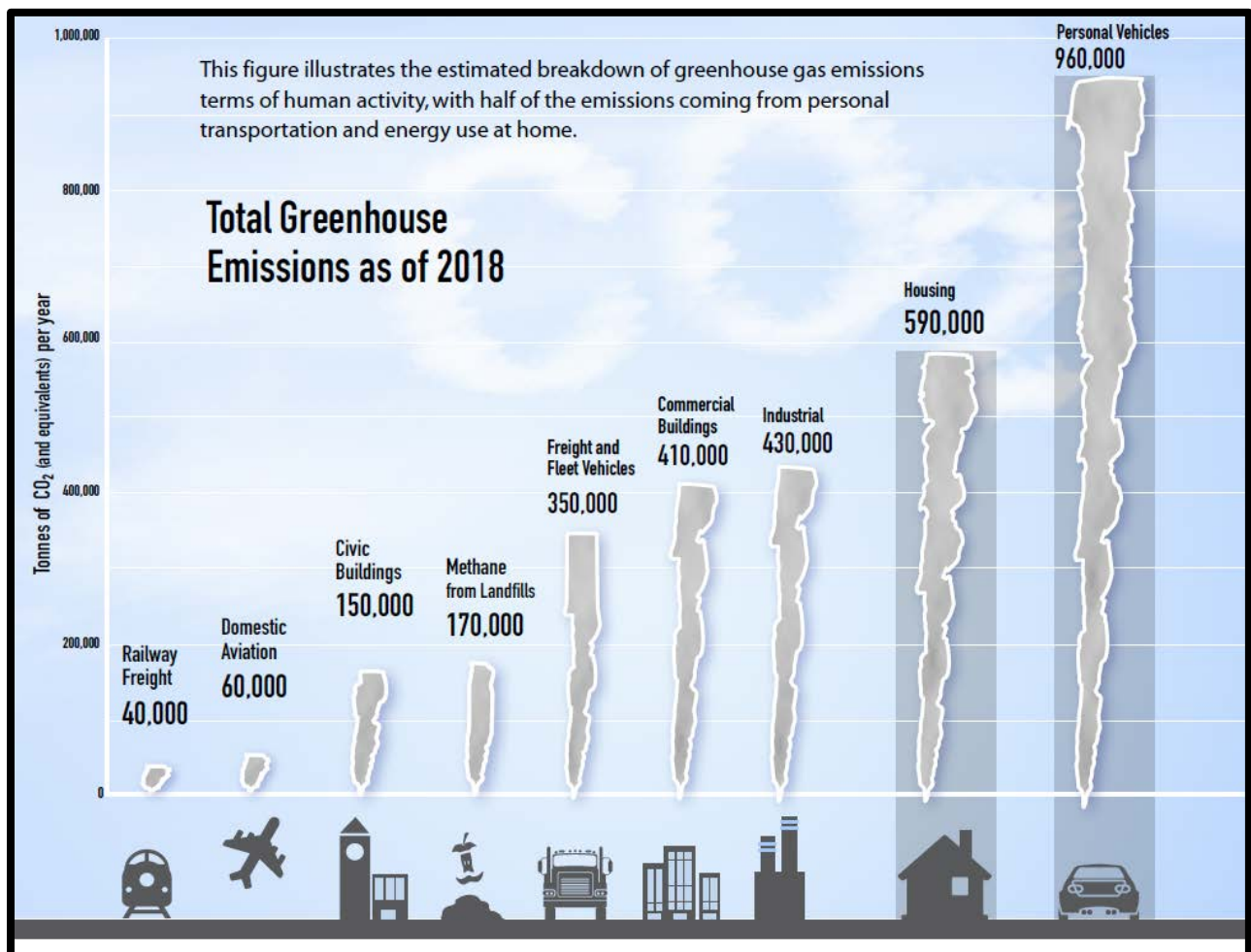


Figure 6-City of London greenhouse gas sources 2018

Appendix B-2- Graphics

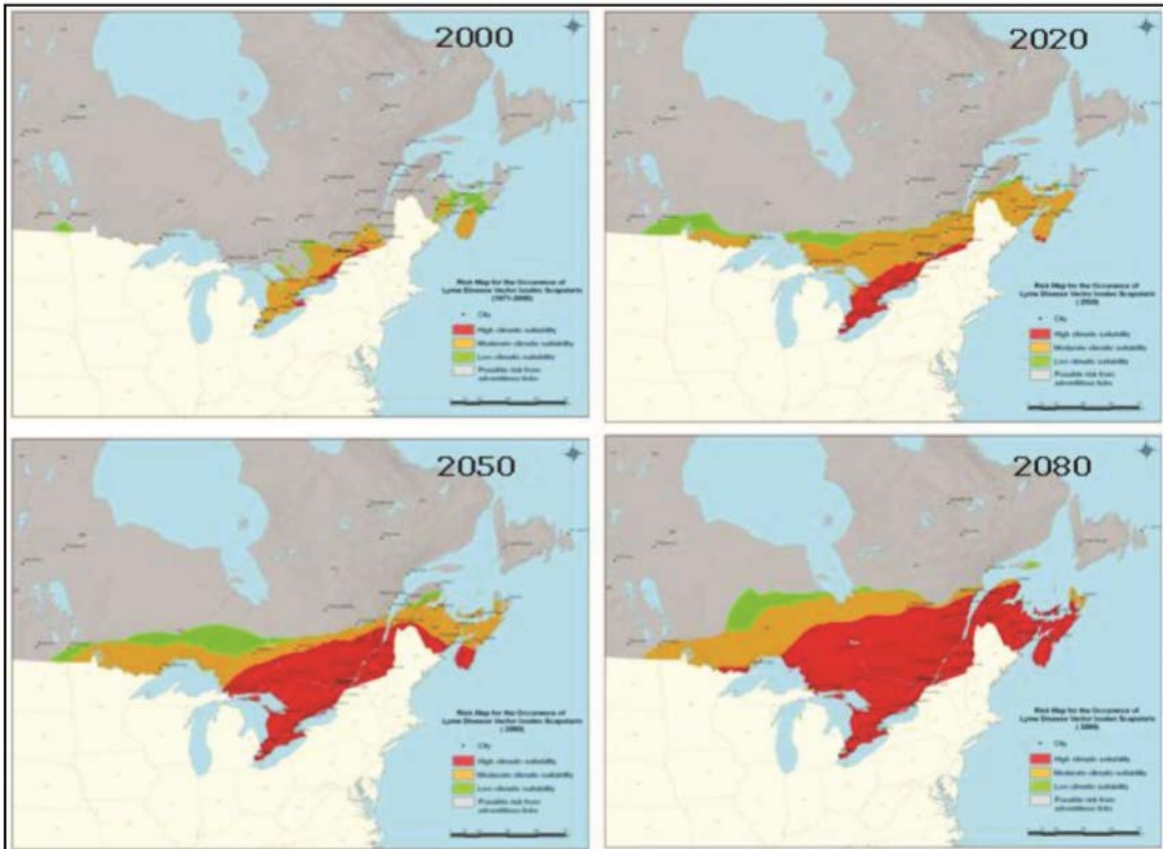
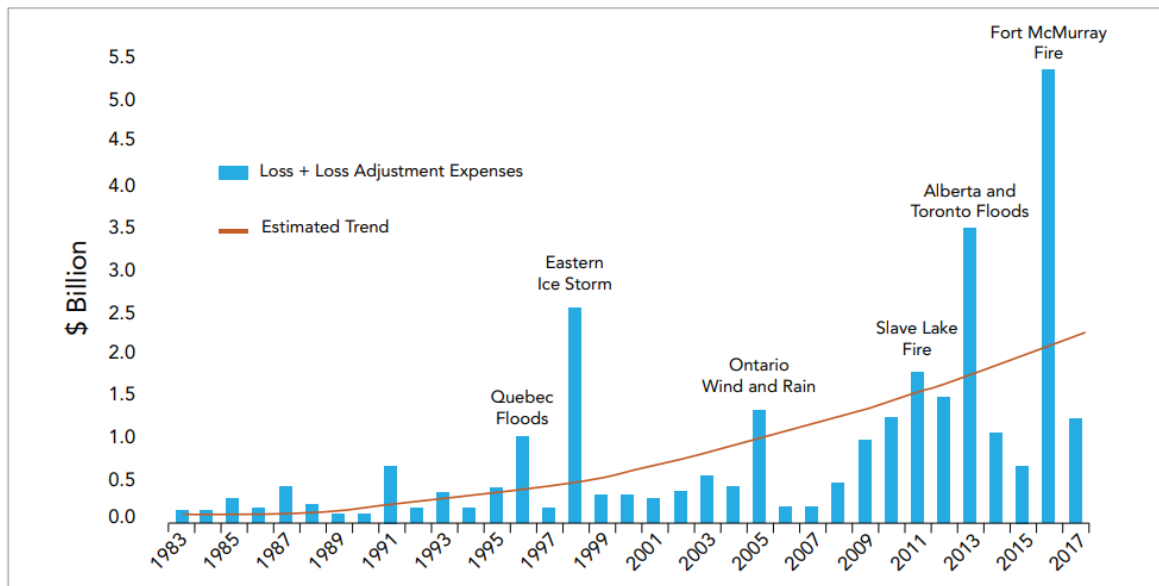


Figure 7- London-Middlesex Health Unit Referenced Spread of Lyme Disease Vector

Figure 2: Catastrophic Insured Losses in Canada (1983 – 2017)

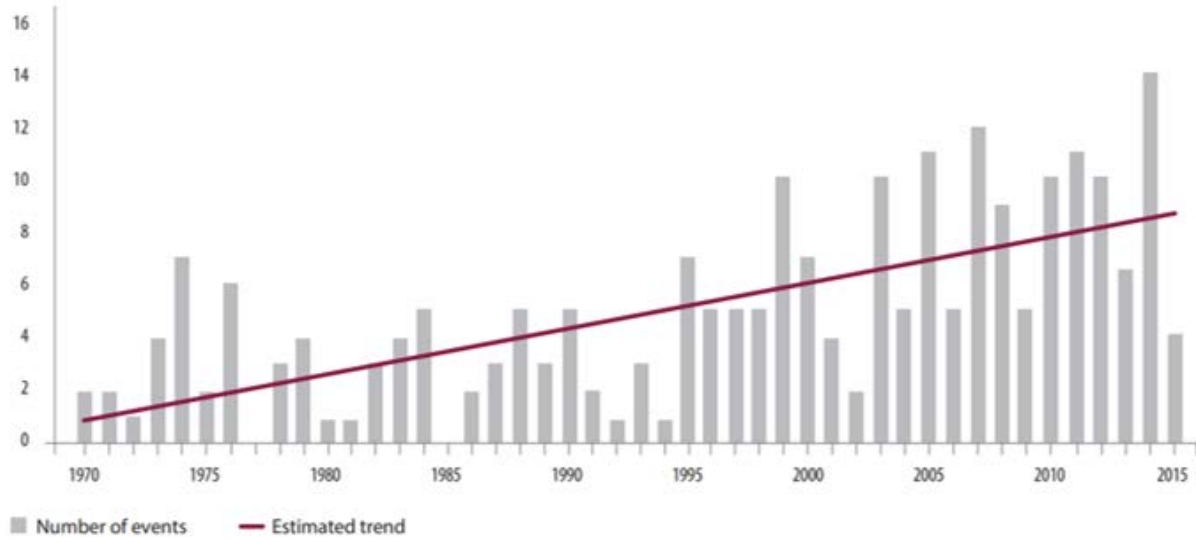


Source: IBC Facts Book, PCS, CatIQ, Swiss Re, Munich Re & Deloitte.

*Values in 2017\$ CAN, 2017; total natural catastrophe losses normalized by inflation and per-capita wealth accumulation

Figure 8 – Insurance Bureau of Canada Natural Catastrophe Losses Normalized by Inflation (1983-2017)

Number of Natural Disasters in Canada Requiring DFAA Compensation for Provinces and Territories (1970–2015)



Source: Public Safety Canada, 2016–2017 Evaluation of the Disaster Financial Assistance Arrangements.

Figure 9–Public Safety Canada 2017

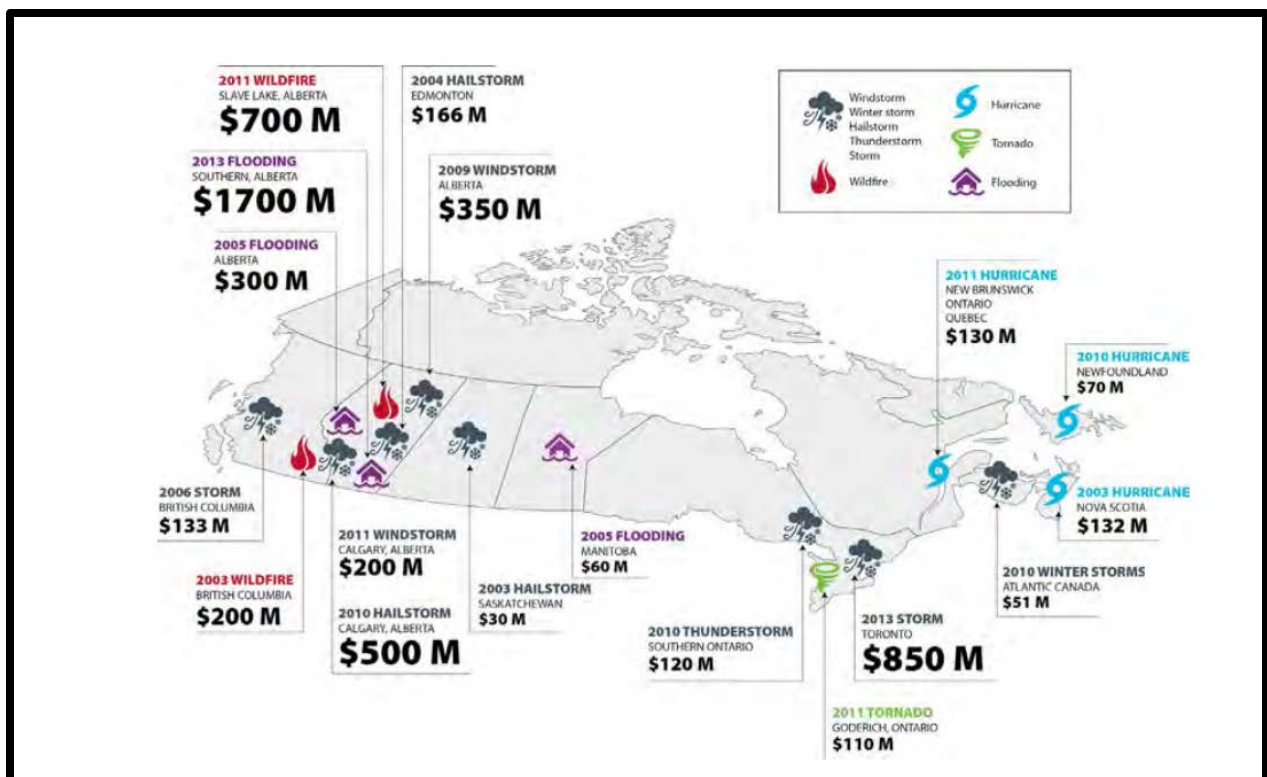


Figure 10– Insurance Bureau of Canada Natural Catastrophe Mapping (2003-2013)

Appendix C-1 – Community Energy Action Plan (CEAP)- Examples of Action Taken to Reduce Energy Use and GHG Emissions in London

The City of London does not have direct control over how much energy is used in London, but it does have influence. The control over energy use in London rests primarily with citizens, visitors, employers and employees.

London's [2014-2018 CEAP](#) outlined a plan to reduce our dependence on fossil fuel and help the community move forward on energy conservation, energy efficiency, renewable energy, and other sustainable energy solutions (e.g., fuel switching) that reduce GHG emissions. It focused on actions to be undertaken during the previous Council term (2015-2018). The CEAP functions as London's climate change mitigation plan. The overall goals of the CEAP were to:

1. Increase the local economic benefit of sustainable energy use through:
 - a. Cost savings from energy conservation and energy efficiency,
 - b. Revenue from local production of clean & green energy products, and
 - c. Job creation associated with product and service providers engaged in these activities.
2. Reduce the environmental impact associated with energy use, through the use of GHG reduction targets consistent with the Province of Ontario's former targets, namely:
 - a. 15 percent reduction from 1990 levels by 2020,
 - b. 37 percent reduction from 1990 levels by 2030, and
 - c. 80 percent reduction from 1990 levels by 2050.

Actions and Results to Date

Annual reporting for CEAP occurs through two documents; Community Energy Action Plan – Update and Status and the [Community Energy Use and Greenhouse Gas Emission Inventory](#).

The [2014-2018 Community Energy Action Plan – Final Update](#) was reported at the April 2, 2019 meeting of the Civic Works Committee. Over 80 percent of the strategies and City-led actions set out in 2014 were completed by the end of 2018, with significant progress made on the remaining items.

Final Status on the 2014-2018 CEAP's 17 Key Strategies				
Not Started	25 Percent Completion	50 Percent Completion	75 Percent Completion	Completed
0 strategies (0%)	0 strategies (0%)	1 strategy (6%)	2 strategies (12%)	14 strategies (82%)

Final Status on the 2014-2018 CEAP's 40 City-led Actions				
Not Started	25 Percent Completion	50 Percent Completion	75 Percent Completion	Completed
0 actions (0%)	0 actions (0%)	0 action (0%)	8 actions (20%)	32 actions (80%)

The following are major highlights of actions taken since 2014:

- Incorporating Community Energy Action Plan principles into The London Plan.
- The official launch of the London Environmental Network (LEN) on March 27, 2015. LEN

was created to help protect our environment and build a sustainable community by supporting local environmental organizations improve their internal capacity and ability to deliver on their missions.

- Working with the Clean Air Partnership and other Ontario municipalities to study the use of Local Improvement Charges to deliver Property-Assessed Clean Energy financing for home energy retrofits. This included a workshop in London in April 2016 with local stakeholders and currently involves participation in a FCM Transition 2050 project to develop a pilot project for use in participating Ontario municipalities in 2020.
- London District Renewable Energy Co-operative Inc. (LDREC) is a co-operative that developed and invested in ten (10) rooftop solar photo-voltaic (PV) projects in the London area, with a combined capacity of 3.07 megawatts. In the summer of 2016 it was given consent by the Financial Services Commission of Ontario (FSCO) to proceed with a public offering of shares for these projects. Using the 2018 grid marginal emission factor, these projects reduce GHG emissions by about 500 tonnes per year.
- Tested new tools, with support from Ontario's Municipal Energy Plan Implementation funding program, to encourage energy-saving behaviour, such as:
 - Project Neutral (cost and carbon footprint calculator)
 - Active & Green Home Check-Up pilot project (energy-saving tips for your home)
 - MyCarma London pilot project (eco-driving and vehicle fuel efficiency report card)
 - Solar Home Evaluation pilot project
- Expanding the annual Go Wild Grow Wild Green Expo (April each year) to include a Green Living Zone focusing on local services needed to live a greener lifestyle at home and at work.
- Completed the multi-municipality Federation of Canadian Municipalities (FCM) Green Municipal Fund study with the City of Kingston, City of Kitchener and the City of Waterloo to examine barriers to net-zero energy green development and how to address the barriers in the context of a multi-use development. The London case studies looked at West 5 greenfield site and the McCormick factory brownfield redevelopment site.
- Completed the FCM Green Municipal Fund study, in partnership with the Canadian Biogas Association and Union Gas, on a feasibility of producing renewable natural gas (RNG) from the organics component of municipal solid waste for use as fuel in compressed natural gas (CNG) vehicles.
- Completed the Local Energy Efficiency Partnerships (LEEP) for Renovators workshops in partnership with Natural Resources Canada and the London Home Builders' Association.
- Partnered with the London Environmental Network to support the launch of Green Economy London, a target-based sustainability program for business that was launched in May 2019 and is part of the nation-wide Green Economy Canada network. To date, Green Economy London has surpassed its Year One membership goals.
- Completion of the Environmental Assessment for Rapid Transit and confirmation of provincial and federal funding for three priority rapid transit projects.
- Creation of the London ON Bikes Cycling Master Plan and the construction of over 87 lane kilometres of road cycling lanes and 20 kilometres of parks pathways since 2014.
- Completing streets by constructing of new sidewalks in existing neighbourhoods every year.
- Delivery and partnering on programs such as Active and Safe Routes to School and

London Celebrates Cycling events.

Other indicators of community-led progress for the 2014-2018 CEAP include:

- As of January 2019, there were 23 BOMA BEST Sustainable Buildings in London, up from four in 2013.
- As of April 2019, there was almost 20 megawatts of renewable power generation capacity (solar, biogas, and small hydro) in London, up from 2 megawatts in 2011. Using the 2018 grid marginal emission factor, these projects reduce GHG emissions by about 6,000 tonnes per year.
- As of December 2018, there were almost 3,300 hybrid & electric vehicles registered in London, up from almost 1,500 in 2013. This is estimated to reduce GHG emissions by about 6,000 tonnes per year.

Highlights from the 2018 Community Energy Use and Greenhouse Gas Emission Inventory report for energy use and GHG emissions are below:

Energy Use	
Highlight	Comment
The total amount of energy used in London in 2018 was 61,800 terajoules. This is a 7% increase over 2017	The combination of a colder winter and a hotter summer in 2018 (compared to 2017) increased the demand for natural gas and electricity One terajoule is equal to the energy contained within about 26,000 litres of gasoline - roughly the amount of gasoline in 500 cars
Almost \$1.6 billion was spent by Londoners and London businesses on energy in 2018. This is a 11% increase over 2017	Almost 90% of this money leaves London. Every 1% reduction in energy use that Londoners and London businesses achieve keeps about \$13 million from leaving the local economy
Improvements in energy efficiency avoided expenditures on energy of another \$160 million in 2018	This is determined by comparing 2018 levels of energy efficiency on a per person basis to those seen in 2010
On a per person basis, Londoners and London businesses used 8% less energy overall in 2018 than used in 2007	2007 is the year that energy use reached its peak in London

Greenhouse Gas Emissions	
Highlight	Comment
Total GHG emissions in 2018 were over 3.1 million tonnes of equivalent carbon dioxide	The top three sources in 2018 were personal vehicles (30%), single-family homes (19%), and local industry (14%)
London's 3-year rolling average GHG emissions in 2018 were 13% below 1990 levels	The rolling average is determined by averaging the last 3 years; 2016, 2017 and 2018. The goal is to reach 15 percent reduction from 1990 levels by 2020
London's GHG emissions in 2018 were 9% below 1990 levels	The colder winter and a hotter summer increased the use of natural gas for heating and electricity generation, which resulted in higher GHG emissions In comparison, GHG emissions in 2017 were the lowest to date at 17% below 1990 levels

London's per capita GHG emissions in 2018 were 30% below 1990 levels	This was 7.8 tonnes per person in 2018, down from 11.2 tonnes per person in 1990
London's GHG emissions in 2018 were 19% below 2007 levels	2007 is the year that GHG emissions reached their peak in London

Upcoming Action – Immediate Next Steps

To achieve the current 2030 GHG reduction goal, Londoners and London businesses will need to reduce our fossil fuel use per person by about 40 percent between 2018 and 2030.

Future Action

In addition to what can be enhanced/started right away (see above), based on existing knowledge and experience and funding that is generally contained in base program budgets, the 2019-2023 Climate Emergency Action Plan will include actions and policies that support:

- Energy retrofits of existing single-family and multi-family housing stock
- Energy retrofits of existing industrial, commercial, and institutional buildings
- “Future ready” green development standards (net-zero energy, low-impact development)
- Implementation of higher-order public transit, structured around bus rapid transit
- Expanded active transportation & sustainable transportation choices (e.g., implementation of rapid transit)
- The need for more low-emission and zero-emission vehicles
- The need for more local renewable energy generation and utilization
- Outreach and engagement programs to encourage Londoners to take action
- Outreach and engagement programs to encourage London businesses to take action

Proposed City projects, such as the production of renewable natural gas (RNG) from the W12A Landfill as well as the London Waste to Resources Innovation Centre, will be significant contributors to the 2019-2023 Climate Emergency Action Plan. As part of the 2020-2023 Multi-Year Budget deliberations, funding has been identified for proposed additional actions as follows:

- Developing and testing new monetary and non-monetary incentives to encourage Londoners to take action
- Invest in new tools and resources that complement existing CEAP and other environmental activities
- Participation in a multi-municipality Property-Assessed Clean Energy (PACE) pilot program to help home owners fund deep energy retrofits of their existing home
- Investment in a Transportation Management Association to help London employers promote sustainable commuting options for their employees
- The expansion of a bike share program (if approved in 2020)

It is important to recognize that many important community needs (e.g., homelessness, poverty, unemployment) will be part of 2020-2023 Multi-Year Budget deliberations. In some cases, energy conservation and climate change initiatives play a role in addressing other community challenges (e.g., affordable housing, affordable public transit, etc.).

The City of London was recently approved to receive federal funding under the Investing in Canada Infrastructure Program (ICIP) for a series of transportation projects including three components of the planned rapid transit system:

- Downtown Loop
- East London Link

- Wellington Gateway

Rapid transit service will help balance growth by promoting the efficient use of infrastructure through transit oriented development to create a more sustainable and liveable form. These projects will:

- Manage growth and transportation capacity constraints;
- Create an environment that supports investment in higher density, mixed-use developments;
- Realize greenhouse gas emission savings through mode shift from automobiles to transit;
- Increase resiliency to climate change;
- Offer a mode of transportation that is an attractive alternative to the personal vehicle; and
- Improve transit reliability and frequency to move people more efficiently.

Appendix C-2- Corporate Energy Management and Conservation and Demand Management (CDM) Plan- Examples of Actions Taken to Reduce Energy Use and GHG Emissions in City Operations

The City's Corporate Energy Management Program can trace its roots as far back as the 1990s, and was expanded in 2007 to focus on six key areas:

1. Tracking & monitoring energy consumption;
2. Renewable energy and feasibility projects;
3. Leadership in Energy and Environmental Design (LEED) Buildings;
4. Energy conservation and demand management projects;
5. Energy procurement; and
6. Creating a corporate "culture of conservation".

In August 2011, the provincial government introduced *Ontario Regulation 397/11* under the *Green Energy Act, 2009*. This regulation requires municipalities, municipal service boards, school boards, universities, colleges and hospitals to report on their energy consumption and associated GHG emissions annually beginning in 2013. The affected public agencies were also required to develop and implement five-year CDM plans starting in 2014.

In response, the [2014 Corporate Energy Conservation and Demand Management \(CDM\) Plan](#) was produced, with the primary goal to achieve a ten percent reduction in total annual corporate energy use by 2020, using 2014 as the baseline year. Additional details can be found on the [Corporate Energy Management Program](#) page on the City of London's website.

Actions and Results to Date

Some of the results achieved as of 2018 for energy use reduction and GHG include:

Energy Use Reduction	
Highlight	Comment
The City achieved a 9% reduction in total annual energy use as of 2018	Total energy use had dropped by 10% as of 2017. However, due to colder weather in 2018, there was increase in natural gas consumption in buildings and increase in fleet fuel consumption
Energy use per capita for service delivery have been reduced by 15%	Wastewater treatment decreased by 8% Facilities decreased by 14% Fleet decreased by 6% Streetlights decreased by 32%
Annual energy costs have been reduced by 5%, from \$18.8 million in 2014 to \$17.9 million in 2018	Energy costs would have been \$3 million higher in 2018 if the energy efficiency improvements/programs were not in place. About \$12.5 million in total energy cost avoidance over the last five years

Greenhouse Gas Emissions	
Highlight	Comment
Energy-related GHG emissions have been reduced by 13% from 2014 levels	GHG emissions from facility and infrastructure energy use had dropped 25% as of 2017. However, colder winter and a hotter summer increased the demand for natural gas for heating and electricity generation, which resulted in higher GHG emissions

Greenhouse Gas Emissions	
Highlight	Comment
Energy-related GHG emissions have been reduced by 58% from 2007 levels	<p>Given that electricity accounts for 60% of corporate energy needs, the phase-out of coal-fired power generation has contributed significantly to corporate GHG reductions.</p> <p>The three-year rolling average reduction for the 2016-2018 period is 60% from 2007 levels.</p>

The following is a summary of few of the key energy initiatives from the last five years which contributed to energy savings and GHG reductions:

Project	Results
Canada Games Aquatic Centre – Lifecycle Renewal	<ul style="list-style-type: none"> • 20% total energy reduction • 5% peak electricity use reduction • Annual electricity-related GHG emission reduction <ul style="list-style-type: none"> ○ 30 tonnes based on the grid-average emission factor ○ 135 tonnes based on the fossil-on-margin emission factor • Received \$3 million loan from FCM and \$154,000 in incentives from London Hydro and \$35,000 from Union Gas • Co-generation (heat & power) system cost avoidance - \$20,000 annually
Street Lights Conversion to LEDs	<ul style="list-style-type: none"> • Phase 1 – 56% reduction in electricity use, \$690,000 in electricity cost avoidance annually • Phase 2 – 64% reduction in electricity use, \$620,000 in electricity cost avoidance • Annual GHG reduction of 940 tonnes based on the off-peak fossil-on-margin emission factor • Total incentives from London Hydro - \$1.8 million
Aeration Blowers Upgrade at Pollution Control Plants	<ul style="list-style-type: none"> • \$760,000 annual electricity cost avoidance • 14% reduction in wastewater electricity reduction and 6% reduction in total City’s electricity use • Annual electricity-related GHG emission reduction <ul style="list-style-type: none"> ○ 200 tonnes based on the grid-average emission factor ○ 850 tonnes based on the fossil-on-margin emission factor • \$2.1 million in incentives from London Hydro
Pump Optimization at Elgin-Middlesex Pump Station	<ul style="list-style-type: none"> • 850,000 kWh savings annually • \$100,000 in electricity savings annually • Annual electricity-related GHG emission reduction <ul style="list-style-type: none"> ○ 25 tonnes based on the grid-average emission factor ○ 110 tonnes based on the fossil-on-margin emission factor • \$420,000 in incentives from Hydro One • City received “Excellence in Energy Conservation” plaque from Hydro One in March 2019
Southeast Reservoir Pumping Station	<ul style="list-style-type: none"> • constructed to LEED silver standard; consumes 25% less energy compared to similar building • A green roof to reduce stormwater runoff • Exterior lighting that does not contribute to light pollution • Water use reduction measures in plumbing fixtures

Project	Results
Various Facility Energy Retrofits	<ul style="list-style-type: none"> • Savings over the last five years: <ul style="list-style-type: none"> ○ 10,300,000 kWh electricity savings ○ 52,000 m³ natural gas savings • Annual electricity-related GHG emission reduction <ul style="list-style-type: none"> ○ 320 tonnes based on the grid-average emission factor ○ 1,200 tonnes based on the fossil-on-margin emission factor • Annual natural gas-related GHG emissions reductions of 100 tonnes
Solar Roof Top Sections	<ul style="list-style-type: none"> • Policy to construct all new buildings to be “solar ready“
Various Green Fleet Measures	<ul style="list-style-type: none"> • Reduced fleet consumption by 2% in the last five years • Annual fuel-related GHG reduction of 170 tonnes • \$127,000 savings in the last five years

Upcoming Action – Immediate Next Steps

The new 2019-2023 CDM Plan, approved by Municipal Council on October 29, 2019, was developed through an interdepartmental exercise that included a review of the City’s current approach to energy management, a review of plans in other municipalities in southern Ontario, and a series of staff meetings with major service areas. The new plan can be found on the [Corporate Energy Management Program](#) webpage on the City of London’s website.

Using 2018 as the baseline year for the new 2019-2023 Plan, the proposed goals for 2023 include a five percent reduction target for total annual energy use by 2023 and an associated 10 percent decrease in energy use per capita. These measures are expected to avoid about 900 tonnes per year of greenhouse gas emissions by 2023. Work on the new CDM Plan will begin immediately.

Future Action

Based on existing knowledge and experience and funding that is generally contained in base program budgets, major activities planned for 2019-2023 also include:

- generating power from waste heat at the Greenway Wastewater Treatment Plant
- additional energy efficiency measures at wastewater treatment plants and water pumping stations
- additional building energy retrofits
- continuing the replacement of diesel waste collection (packers) trucks with compressed natural gas trucks
- in-reach programs to encourage City of London employees to take action

The 2019-2023 CDM Plan will also investigate possible pathways for City operations to reach net zero greenhouse gas emissions by 2050, or possibly sooner. For example, the proposed production of renewable natural gas (RNG) from the W12A Landfill presents a significant opportunity to reduce corporate GHG emissions through the use of a small portion of the produced RNG for City fleet vehicles and buildings.

As part of the 2020-2023 Multi-Year Budget deliberations, funding has been identified for proposed additional actions as follows:

- Feasibility studies that identifying and assess new projects for carbon curtailment
- Culture of Conservation employee engagement activities
- Improving energy efficiency performance measurement & reporting
- Electric vehicle charging stations, with cost recovery for the operations, maintenance and lifecycle replacement costs of these chargers

Appendix C-3 – Adapting to Severe Weather/Climate Change Adaption- Examples of Actions Taken to Adapt to Climate Change in London

The City of London has 43 km of Thames River located within its boundary and another 85 km of smaller creeks and waterways. Combined with the history of numerous floods, the majority of adaptation work has been focused on the river and stormwater infrastructure challenges. However, more subtle adaptation changes have been occurring as a necessity by various service areas and divisions at the operational level, in order to respond to more frequent and more severe storm events. Embedding climate change considerations has now become a necessary component of the majority of infrastructure projects.

Actions and Results to Date:

Work began from 2009 to 2011 regarding adaptation, focused on the Thames River, flooding, and related water infrastructure by staff from Western University. Their work provided insight to changes in rainfall patterns, flood lines and vulnerability to severe weather (see below):

City staff research and resources have led to the completion of five key initiatives that were supplemented by further detailed work described below in three major “Action” categories. These 5 initiatives are listed below.

1. Climate Change Adaptation Phase 1: Vulnerability Assessment completed in 2014 as an internal review led by the Risk Management Division and designed to take action on upcoming capital projects.
2. The ‘Flooding Matters Program” was launched in 2015 and concluded in 2018 to address basement flooding and sewer back-up given more extreme and more frequent rainfall events.
3. The West London Dyke Master Repair Plan was completed in 2016 to guide the enhanced flood protection and structural improvements to this 2.4 km long flood dyke that protects over 1,100 homes in London’s Blackfriar’s neighbourhood surrounding Labatt Park. The West London Dyke improvements result in flooding protection up to the 250 year storm event, plus a 0.6m freeboard..
4. City of London Emergency Flood Plan was updated in 2018 with supporting mapping and real-time water level monitoring resources.
5. The Pollution Prevention Control Plan completed in 2018 targeted combined sewer and sewer system overflows by establishing a long-term plan to reduce the impact of these overflows while maintaining level of service given the anticipation of more extreme and more frequent rainfall events.

Additional adaptation work has been completed through related programs and strategies such as the Emergency Management Program, Parks and Recreation Master Plan, Urban Forestry Strategy and Urban Agriculture Strategy.

Actions by City Staff

Research and resources went into the completion of several initiatives including:

- Climate Change Adaptation Phase 1: Vulnerability Assessment completed in 2014 as an internal review led by Risk Management Division and designed to take action on upcoming capital projects;

- Corporate Asset Management Plan (2014) embedded climate change adaptation and vulnerability considerations into results and recommendations;
- The ‘Flooding Matters Program’ was launched in 2015 and concluded in 2019 to address basement flooding and sewer back-up given more extreme and more frequent rainfall events;
- Basement Flooding Grant Program – voluntary program for homeowners with homes constructed prior to 1985 to disconnect their weeping tiles (foundation drains) from the sanitary system and redirect to new sump pit and pump system (which reduces flows to the sanitary system, particularly during wet weather);
- Combined Sewer Separation Program – replacing combined sewers with modern separated system, which reduces the volume of wet weather flows reaching wastewater pumping stations and treatment plants, as well as the volume of associated combined sewer overflows (untreated sewage) to receiving watercourses. Since 2016, 6 kilometres of combined sewers have been removed;
- The Pollution Prevention Control Plan (PPCP) completed in 2018 was a master planning exercise to guide and prioritize sewer and wastewater infrastructure improvement given the anticipation of more extreme and more frequent rainfall events.
- Specific actions resulting from implementation of the PPCP include:
 - the construction of the Burbrook Tunnel Stormsewer Project, a 3 metre diameter stormsewer to enable sewer separation projects in the Old East neighbourhood and to supply an outlet for existing and future quantities of stormwater to the South Thames River;
 - Wastewater Treatment Plant flood-proofing improvements including raising the height of perimeter dykes to safeguard against higher river floods;
 - various wastewater treatment plant upgrades and improvements to enhance wet weather treatment, through chemically enhanced primary treatment (which allows the majority of flow to receive at least primary level of treatment, prior to bypass for major wet weather events); and
 - projects that connect sewage treatment plants (e.g., Pottersburg and Vauxhall) to allow the transfer of sewage between plants to better share sewage treatment capacity during wet weather events;
- City of London Emergency Flood Plan was updated in 2018 with mapping resources;
- Low Impact Development measures have been incorporated into new road work (e.g. SoHo neighbourhood) highlighting the ability to lessen surface water entering stormwater systems and are incorporated into the recommendations of the Dingman Creek Subwatershed Environmental Assessment master plan to be completed in 2020;
- Enhanced and targeted education and awareness initiatives (e.g., FOG cups and W.A.S.H. programs) designed to reduce blockages in the sewer system due to misuse;
- The elimination of centre bridge supports (e.g. Victoria Bridge over the South Thames River, Ridout Street) when replacing and upgrading river bridge structures that would otherwise collect floating debris in the Thames River and waterways during flood events with the potential to create waterway blockages; and
- Parks and Recreation Master Plan Update considered the need for more shade structures in parks and playing fields without tree canopy and the maintenance costs

or replacement costs of different playing fields (e.g. soccer vs. baseball) that exist in the floodplain and experience increased flood damages and impacts.

Actions by City Staff in Collaboration with Western University

Work began from 2009 to 2011 regarding adaptation, focused on the Thames River, flooding, and related water infrastructure by Western University to provide:

- updated hydrologic analysis of the intensity, duration and frequency of rainfall anticipated for London in order to provide insight into the possible impacts to design and operation of water infrastructure;
- updated climate and hydrologic modelling that suggested flood lines should be revised given climate change and severe weather projections;
- insight into the vulnerability of water infrastructure due to climate change and severe weather; and
- assessments in collaboration with Western Geography staff and supported by City staff, regarding urban heat island impacts using Green Roof technologies implemented and monitored at the Western campus in conjunction with 3 other Canadian universities.

Actions by City staff in collaboration with Upper Thames River Conservation Authority (UTRCA) staff

- The West London Dyke Master Repair Plan was completed in 2016 to phase the increases in height and upgrading to this 2.4 km long flood dyke that protects over 1,100 homes in the Blackfriar neighbourhood and adjacent Labatt Park;
- Vegetation management on London's seven earthen flood dykes to ensure their effectiveness in protecting neighbourhoods near the river in such areas as The Coves, Kensington Village, and Glen Cairn;
- Ongoing collaboration with staff at the UTRCA established additional 'real-time' water flow monitoring on the Thames River and local flood prone creeks;
- UTRCA staff continue to model and update flood lines with updated technology and equipment for the City of London (ongoing);
- Work collaboratively to increase education and awareness regarding Low Impact Development techniques for private property and residential neighbourhoods.

Ongoing work by City Staff in Collaboration with Business & Community Groups

- Through the 2014-2018 CEAP, inspire local actions that address both mitigation and adaptation (e.g. tree planting, green infrastructure).
- Through Active & Green Communities Initiative, inspire neighbourhood level adaptation actions.

Additional adaptation work has been completed through related programs and strategies such as the Emergency Management Program, Parks and Recreation Master Plan, Urban Forestry Strategy and Urban Agriculture Strategy. Both climate change mitigation and adaptation goals are achieved through the implementation of enhanced tree canopy goals, local food initiatives and active transportation achievements.

Upcoming Action – Immediate Next Steps

In the next nine months, actions in the following areas will occur:

- Engage London Conservation Authorities, community institutions and businesses to consider timely adaptation measures to safeguard against negative climate change impacts.
- Partner with 25 Canadian cities involved in the Federation of Canadian Municipalities program “Showcase Cities Pilot Project” to peer review existing climate change work and collaborate on areas needing further work specifically regarding climate change adaptation at the municipal level.
- Work with London’s multiple sectors to finalize the Climate Change / Severe Weather Adaptation Strategy for London’s built infrastructure (as per Council’s Strategic Plan 2019 - 2023).
- Work with City Planning staff to further Climate Change Adaptation initiatives in conjunction with projects dealing with planning for sustainability and resiliency as part of the Green and Healthy Component (Green City Strategy) of the London Plan.

(<https://www.ontario.ca/page/climate-change>)

Climate change

Learn how we're protecting our environment and addressing climate change.

A Made-in-Ontario Environment Plan

Ontario has made significant progress to address climate change. Our total greenhouse gas emissions have dropped by 22 per cent since 2005 – even while the rest of Canada saw emissions increase by 3 per cent during that same time. Ontario will continue to do its part.

On November 29, 2018, we released our [Made-in-Ontario Environment Plan](#) that considers our province's specific priorities, challenges and opportunities, and commits to reducing our emissions to 30 per cent below 2005 levels by 2030, a target that aligns with the Federal Government's Paris commitments.

We will address climate change by:

Building resilience: helping families and communities prepare

We are committed to preparing families and communities for the costs and impacts of climate change, and to protecting our natural environment, communities, businesses and municipalities. We will improve our understanding of how climate change will impact Ontario.

- The government will be following through on its commitment to undertake Ontario's first-ever broad, multi-sector provincial climate change impact assessment to identify where the province is vulnerable and which regions and economic sectors are most likely to be impacted.
- Ontario is helping make information available to homeowners on the practical and affordable actions they can take to help lower their risk of basement flooding, such as by supporting the [Home Flood Protection Program](#).

Making polluters accountable

We will ensure polluters pay their fair share for their greenhouse gas emissions, while also ensuring industry continues to make advances to help Ontario achieve its share of reductions.

- On July 4, 2019, Ontario finalized its new emissions performance standards to reduce greenhouse gas emissions from large polluters, without a carbon tax.
- We are finalizing amendments to Ontario fuel regulations to increase access to clean and affordable energy for families and encourage the uptake of lower carbon fuels to help reduce emissions from the transportation sector.

Activating the private sector

We recognize that our private sector has the capital, capability and know-how to transform clean technology markets and transition Ontario to a low-carbon economy. This is why we intend to help facilitate the private sector's best projects and ideas to drive emission reductions at the lowest cost to taxpayers. Our plan will ensure the prudent and responsible use of public resources to drive private sector investment.

Government of Ontario Ecological Concerns

The Government of Ontario list the following concerns for Climate Change and Ecological effects.

Plants and animals

As the climate changes, some species will adapt by:

- migrating to new locations
- changing their breeding seasons
- seeking new food sources

Less adaptable species may even disappear from their current habitats.

Biodiversity

- the way certain species interact with one another and their environment may change
- the geographic range of plants and wildlife is predicted to move north as the temperature increases. Moose, gray jays, and polar bear populations are expected to shift north
- species at risk and isolated habitats may be the most sensitive to changes
- less ice cover and changes to lake freeze-up and break-up times may affect the food supply for aquatic species and may also affect fish spawning
- changes in water and air temperature may make conditions more favorable for diseases and invasive species, which puts pressure on native species

Forests

- there may be more insect and disease outbreaks
- increased tree stress may affect forest growth
- drier forests will lead to more intense and frequent forest fires
- local tree species will be less suited to local conditions. Climate conditions may change faster than local trees can migrate, which may cause them to die off in some areas
- healthy forests store carbon; damaged and unhealthy forests will be less effective at this
- healthy forests can withstand – and reduce – the impacts of climate change

Water

- milder, shorter winters lead to:
 - earlier snowmelt
 - less ice cover on lakes
 - changing rainfall patterns
 - changes in water's movement between air, soil, plants and bodies of water
- there may be less water available for renewable energy production and waterways
- increasing water temperatures may result in lower water quality as more micro-organisms are found in lakes
- warm-water species may spread into new northern habitats
- more extreme weather may result in more frequent flooding, erosion, shoreline damage, infrastructure failures and decreased water quality.

Fish

- most aquatic species' growth and reproduction are strongly influenced by water temperatures
- higher temperatures in the Great Lakes and inland lakes could result in fewer cold water species in Ontario (e.g., lake trout, yellow perch, largemouth bass)
- at-risk fish species such as lake sturgeon may disappear from Ontario completely
- changes in the composition and availability of phytoplankton and zooplankton (organisms in the water that are an important food source for many fish) may favour some fish species over others
- changes to water quality, water levels and ice cover may affect the type and number of fish in lakes and rivers

- lake conditions are expected to be more favourable for invasive species (e.g., zebra mussels, round goby)
- fish diseases such like viral hemorrhagic septicemia may become more common

Wildlife

- some wildlife species will be forced to move further north to a more favourable habitat
- species in southern areas will live in a smaller area due to increased parasites and competition
- hybridization between different animal species (e.g., northern and southern flying squirrels) is already being observed due to climate change
- while some animals will adapt, species that require a narrow range of temperature and precipitation conditions are most likely to decline or die out completely
- climate change may affect:
 - wildlife reproduction
 - relationships between predators and prey
 - survival
 - rates of disease in wildlife species
 - the availability of food and habitat

For example, if migratory songbirds arrive at their breeding grounds earlier, the food they need for successful reproduction may be unavailable.

Wetlands

- wetlands help reduce the effects of climate change by capturing and storing carbon
- climate change alters wetlands and the native species living there
- changes in precipitation and temperature may change wetland water systems, causing flooding and droughts
- when there is a decrease in precipitation and increased evaporation due to warmer air, wetlands may dry up or disappear
- it is likely that as wetlands dry up, plants living in the area will shift and marshes may become more swamp-like as woody plants move into marsh areas.

Appendix D-2 – Overview of Federal Government- Canada’s Action on Climate Change

(<https://www.canada.ca/en/services/environment/weather/climatechange/climate-action.html>)

Canada’s action on climate change

Carbon pricing, clean electricity, transportation, buildings, innovation, Pan-Canadian Framework.

Most requested

- [Expert panel on sustainable finance](#)
- [Pan-Canadian Framework on Clean Growth and Climate Change](#)

Services and information

Actions to reduce emissions

Clean electricity, buildings, transportation, industry, forestry, agriculture and waste, short-lived climate pollutants (SLCPs), methane regulations for the oil and gas sector.

Funding for reducing emissions

Low Carbon Economy Fund, allocations to provinces and territories, Pan-Canadian Framework on Clean Growth and Climate Change.

Putting a price on pollution

Guidance on carbon pollution pricing benchmark, federal carbon pricing backstop.

Modelling and reporting

Greenhouse gas emissions, inventories and reporting, modelling, projections, science activities, federal actions for a clean growth economy.

Adaptation and climate resilience

Adapting to the effects of climate change.

Clean technology, innovation and jobs

Innovating for clean growth and a low-carbon future.

Parks and protected areas

Canada's national parks and national marine conservation areas, protecting our lands and waters

Canadian Council of Ministers of the Environment

Federal, provincial and territorial ministers of the environment, jointly working on environmental issues.

Women and climate change

Effects of climate change on women and girls, profiles of women leaders.

Climate Action Fund

Support for projects that raise awareness of climate change.

Nov. 22, 2019

Dear Colleagues,

Our staff has done a fairly good job of articulating the *Carbon-Dioxide-is-bad* narrative championed by the UN International Panel on Climate Change (IPCC) and based on the projections of their computer models.

If you were to visit the website projectpetition.org you would find an opposing view and a list of over 31,000 US scientists (including over 9,000 PhDs) who have signed a petition, the bulk of which said:

There is no convincing scientific evidence that human release of carbon dioxide, methane, or other greenhouse gasses is causing or will, in the foreseeable future, cause catastrophic heating of the Earth's atmosphere and disruption of the Earth's climate. Moreover, there is substantial scientific evidence that increases in atmospheric carbon dioxide produce many beneficial effects upon the natural plant and animal environments of the Earth.

If this (demonized and shouted down) *Carbon-dioxide-is-good* narrative is true, then we will be wasting a great deal of time and money on actions that will produce nothing of value and set us back greatly in our goal to tackle the more tangible problems with which we are plagued.

Allow me to present some points that refute the first narrative and support the second so that we can decide if our staff should be taking a second look at the science.

CO2 Concentrations have been much higher

Present concentrations are very low and near the minimum of 200 parts per million (ppm) under which most plant life will die. Great prehistoric forests thrived when concentrations were 4500 ppm in the Devonian Era, 2500 ppm in the Jurassic and over 1000 ppm in the Cretaceous period. The optimal level for many plants is 1200 ppm. In this broader context, the CO2 increases of the present should not be a concern.

Plants benefit from higher concentrations of CO2

Cannabis is being grown under CO2 rich conditions to produce a larger faster yield. Experiments with vegetables grown with Carbon Dioxide fertilization (double the CO2) show they thrive and provide yields that average 40% greater. Such an increase would greatly help feed humanity.

CO2 Makes the Earth Greener

Research using satellite images of earth from the last 35 years show a very large net greening of the planet. Seventy percent of this is attributed to increased levels of CO2 because carbon dioxide is the main source of all plant biomass. Enriching the atmosphere with plant food may be the best thing we can do for our earth and its people.

Deserts are Greening

Areas that were previously desert and uninhabitable, such as those in Niger, have greened and are now becoming inhabited again. This is great news and makes sense when you realize that our fossil fuels were once great forests that got covered over by earth changes and turned into hydrocarbons by anaerobic digestion. By burning the fuels and returning the carbon to the atmosphere, the forests are able to return to the earth's surface.

Droughts are being prevented.

Higher levels of CO2 make plants more drought resistant. When they don't need to keep their pores open so long to collect low levels of CO2 levels they lose less of

their water through evaporation. This also means they can draw less moisture from the soil so it also stays moist and fertile. Data shows that the incidence and intensity of droughts is reducing despite the theory that CO2 caused global warming will make them worse.

The climate is and has always been changing

The climate does of course change as it cycles between 70,000-90,000 years of an ice age, 10,000 to 15,000 years of a warm age and back to an ice age. We are 11,000 years into the latest major warm period. There are variations within that as well such as the little ice age of the 1700s and the medieval warm period of the twelve and thirteen hundreds that was even warmer than today. We don't need to fear warmer temperatures if we have already lived through them without incident.

We are not experiencing anything unexpected or extraordinary

Comparing our present state to the climate fluctuations for the last millennia, we are seen to be experiencing middling temperatures changing at a rate that is unremarkable.

There has never been a CO2 climate catastrophe

Scientists have generated hundreds of millions of years of climate records from geological sources and there is no evidence that rising CO2 concentrations have ever caused any kind of catastrophe.

We were warming before fossil fuels were burned

The present warming period began at the end of the little ice age in the mid 18th century and prior to industrialization. Fossil fuels were not responsible for this or any previous warming. Therefore, singling out CO2 as the only global warming culprit doesn't make sense.

There is only so much heat to be trapped

The amount of infra-red energy bouncing off the earth is limited. Once that has all been trapped, higher CO2 concentrations won't make a significant difference to temperatures.

In 1998 temperatures stopped increasing

The warming period Al Gore blamed on increasing CO2 leveled off in 1998. Since the CO2 levels kept increasing we can conclude that the temperature isn't always affected by CO2 concentrations and may not be significantly affected by additional CO2 at all.

CO2 concentrations rise whenever the oceans get warmer

Everyone knows that if you warm up a carbonated beverage it gets fizzier and releases its dissolved carbon dioxide. The exact same thing happens with the oceans and explains why, geo-historically, the atmospheric CO2 concentration increased whenever the earth (and oceans) got warmer. Al Gore turned this on its head and frightened us into believing that CO2 heated up the planet and that the extra CO2 we were adding would cause a heating catastrophe.

The hockey stick model lost in court

The visual source of our climate catastrophe fears first appeared in 1998 when Michael Mann published his hockey stick climate model that showed global temperatures would skyrocket because of CO2 increases. Canadian scientist Tim Ball accused him of scientific fraud so Mann sued him for defamation. This August, after 10 years in court, the case against Ball was dismissed and he was awarded full legal costs. This is a big win for climate catastrophe skeptics because legal and legislative threats have been used to try and silence many of them.

Water vapour is the most significant greenhouse gas.

If you have ever been almost burned when water was poured on to the hot rocks of a wet sauna you can appreciate how much heat that water vapour can hold. Not

only does water absorb a much wider bandwidth of infra-red radiation than CO₂, its concentration in humid air can reach 40,000 ppm while CO₂ is only at 400 ppm. There may be too much emphasis being put on CO₂ as a greenhouse gas.

IPCC computer climate models aren't very scientific

A model is scientific when it can be used to accurately reproduce data sets observed in the past and predict data sets observed in the future. The IPCC models have not been able to do either. The terms of reference for their computer models began with an end in mind; to show that CO₂ concentration was driving climate. This is very likely a false assumption and the reason for their lack of success. And if it is a false assumption we have little or nothing to worry about.

There is no consensus

Consensus doesn't really matter in science because it only takes one experiment to prove everyone wrong. However, two separate claims of a 97% consensus were made when samples of 1,117 and 11,944 scientific abstracts on climate were viewed to see if they agreed that climate change was man made (anthropogenic). When facts were checked, only 13 (1%) of the original set explicitly stated that global warming was caused by mankind and only 41 (0.3%) from the larger set. Most abstracts expressed no opinion.

Climate change is helping but climate policy is hurting

Three million people lose their lives every year in developing countries because their lungs are overcome by cooking indoors with wood and dung fires. A ten billion dollar investment in natural gas generated electricity would help 90 million people receive life-sustaining amenities such as refrigeration. Demanding that these destitute people use higher cost solar and green technologies means that more than two-thirds of them could afford nothing. It would be tragic if millions of people die in the third world because developed nations are pushing climate mitigation policies in the false belief that they will save their grandchildren from some speculative and imaginary disaster that will never manifest.

Hundreds of millions of dollars have been poured into promoting the Carbon-Dioxide-is-bad narrative but, when one looks beyond the surface into the underlying science, many inconsistencies appear. As a scientist, this is of concern to me and it should be a great concern to all of us given the extreme measures we are being asked to take in order to solve a problem that may not be a problem at all.

I will ask that this entire matter be referred back to staff to investigate what parts of the climate change narrative stand up to scrutiny. I think it is time that the skeptics are listened to and not ridiculed.

Sincerely,

Michael van Holst

From: "van Holst, Michael" <mvanholst@london.ca>
Date: November 8, 2019 at 9:20:45 AM EST
To: "Saunders, Cathy" <csaunder@london.ca>
Subject: Health Unit Board Position

Cathy,

I'm willing to fill the vacancy on the Health Unit Board.

MvH

From: Kayabaga, Arielle
Sent: Thursday, November 21, 2019 9:30 AM
To: Saunders, Cathy
Cc: Swartman, Amanda
Subject: Health unit board

Hi Cathy,

I am interested in getting on the MLHU board of directors.

Kindly
Arielle

Arielle Kayabaga
Ward 13 Councillor
akayabag@london.ca
519-619-6893

Memorandum of Understanding

Between

The Corporation of the City of London (the "City")

and

The Corporation of the County of Middlesex (the "County")

This Memorandum of Understanding (MOU) sets forth the terms and understanding between the City and the County for establishing a joint liaison committee comprised of elected officials to discuss and consider matters of mutual concern.

Name of Committee

1. The name of the Committee is the "County/City Liaison Committee".

Purpose

2. The purpose of the Committee is to discuss and consider matters of mutual concern between the City and the County and such matters as may be agreed upon in writing between the City and the County from time to time and to report to the respective Council for each party on the matters discussed and considered. The role of the Committee shall be limited strictly to that of an advisory body. For clarity the Committee shall not have any delegated authority; any reports or recommendations arising from the Committee shall not be binding on either the City or the County and the constituent Councils shall have the final determination in respect of any report or recommendation received from the Committee.

Composition

3. The Committee shall be composed of:
 - (a) the Warden of the County;
 - (b) the Mayor of the City;
 - (c) two members of the Council of the County appointed by that Council;
 - (d) one alternate Member of the Council of the County (to be available to attend meetings only in the event that one of the regular members is unable to attend);
 - (e) two members of the Council of the City appointed by that Council; and,
 - (f) one alternate Member of the Council of the City (to be available to attend meetings only in the event that one of the regular members is unable to attend).

Meetings

4. The Committee shall meet at least once each calendar year and at such other times as may be agreed upon in advance by the Committee or at the call of either party by providing the other with sixty days (60) notice in writing or a mutually agreed upon notice requirement.
5. The Committee shall be chaired alternately from meeting to meeting by the Mayor and the Warden, or in the event that the Mayor or Warden are not in attendance, a member of the Council of the County or the Council of the City, as the case may be.
6. The meeting shall be conducted in accordance with the Council Procedure By-law for the Council of the Chair for that meeting with any minor modifications deemed appropriate by the Committee, and in keeping with the meeting provisions of the *Municipal Act*, 2001, S.O. 20012, c.25. Administrative support for the meeting shall be provided by the City Clerk or designate.

Amendment

7. This MOU may be amended by mutual agreement in writing by the parties.

Termination

8. This MOU may be terminated at any time:

- (a) by mutual written consent of the parties; or
- (b) by one party providing to the other 30 days written notice.

Notice

9. Any notices required under this MOU shall be in writing and shall be delivered by postage-prepaid mail, personal delivery, recognized courier or fax and shall be addressed to the other party for whom it is intended and any notice shall be deemed to have been given:
- (a) if delivered personally or by recognized courier on the date of such delivery; or
 - (b) if by fax, when transmitted and received before 4:30pm local time at the recipient's office or failing which on the next business day; or
 - (c) if delivered by postage prepaid mail, three (3) days after the party mails it.
10. Any notices under this MOU shall be sent to City and the County as follows:
Notice to the City shall be addressed to:

*The Corporation of the City of London
300 Dufferin Avenue, 3rd Floor
PO Box 5035
LONDON, ON N6A 4L9
Attention: City Clerk
Fax: (519) 661-4892*

Notice to the County shall be addressed to:

*The Corporation of the County of Middlesex
399 Ridout Street North
London, Ontario N6A 2P1
Attention: County Clerk
Fax: (519) 434-0638*


Entire Agreement

11. This MOU constitutes the entire agreement between the parties pertaining to the Committee and supersedes all prior agreements, arrangements, negotiations and discussions, whether oral or written, of the parties pertaining to such subject matter.

Date: OCT 16 2015


THE CORPORATION OF THE CITY OF LONDON

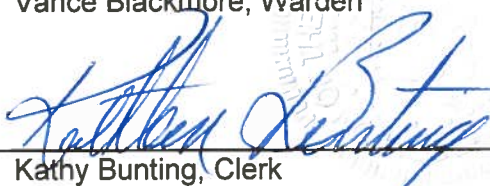
Per: 
Matt Brown, Mayor

Per: 
Catharine Saunders, City Clerk

Date: October 27 2015

THE CORPORATION OF THE COUNTY OF MIDDLESEX

Per: 
Vance Blackmore, Warden

Per: 
Kathy Bunting, Clerk

◆ A ◆ R ◆ G ◆ Y ◆ L ◆ E ◆

THE ♥ OF EAST LONDON

Cathy Saunders

City Clerk

City of London

October 29, 2019

Dear Cathy,

Please have Council approve the new appointment to the Argyle Business Improvement Association's Board of Management as follows:

Vacant Position (formerly Richard Pearce) replaced by Dale Irwin, Qdoba Mexican Eats
Operating Partner

Thank you for your time and consideration,



Matt McHardy, Chairperson



November 15, 2019

Cathy Saunders
City Clerk
City of London
300 Dufferin Avenue
London, ON
N6A 4L9

The outgoing Board of Management for the London Downtown Business Association voted to put forward the following names for the new slate of directors on October 24, 2019. These names were presented to our constituency at our Annual General Meeting held on November 14, 2019 and approved unanimously.

Andrew McClenaghan - Digital Echidna
Asaad Naeeli - Dos Tacos
Bonnie Wludyka - Citi Plaza/IF Propco Holdings
David E White - David E White Clothier
David Kirwin - Kirwin Fryday Medcalf Lawyers
Jason Dickson - Brown and Dickson
Joe Drummond - Doubletree by Hilton London
John Fyfe-Millar - Too Wheels
Jordan Detmers - Info-Tech Research Group
Lori Da Silva - RBC Place London
Michelle Giroux - Fanshawe College Downtown Campus
Nick Vander Gulik - Shoppers Drug Mart, Vander Gulik Pharmacy Inc.

The above mentioned names are presented to the City of London Council for approval and appointment for the term December 1, 2019 to December 31, 2022.

Sincerely,

Gerald Gallacher
Chair
London Downtown Business Association

To the Chair and Members of SPPC:

Earlier this year, Council successfully submitted 10 important projects for approval under the first intake of the PTIF funding envelope.

In preparation for the second intake, which is expected to open in the second quarter of 2020, we would like to direct our transportation staff to consider a number of transit improvement projects in the West of London.

In consultation with the City Engineer, this work can be done under the current contract with our consultants as long as we move quickly on this direction.

As such, we encourage you to support the following motion:

That civic administration BE REQUESTED to review and report back with recommendations for providing higher order transit service and/or transit improvement projects to West London, including but not limited to potential modifications of the West Connection project that address:

- i. *options for higher order transit serving West London, including the extension of service further west;*
- ii. *local service integration opportunities;*
- iii. *additional road design alternatives along the corridor, including a review of lane configurations and options for phased delivery;*
- iv. *the possibility of a quick-start program that includes prioritized intersections with mixed traffic routes,*
- v. *opportunities for park and ride; and*
- vi. *the possible need for electric bus infrastructure.*

Respectfully submitted,

Councillor Anna Hopkins – Ward 9
Councillor Josh Morgan – Ward 7
Councillor Steve Lehman – Ward 8