

# Strategic Priorities and Policy Committee

## Report

The 10th Meeting of the Strategic Priorities and Policy Committee  
April 28, 2020

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

**ALSO PRESENT:** C. Saunders, M. Schulthess, S. Spring, B. Westlake-Power  
Remote Staff Attendance: L. Livingstone, A. Barbon, B. Card, C. Cooper, S. Datars Bere, K. Dickins, S. Giustizia, G. Kotsifas, K. Murray, J. Raycroft, K. Scherr, E. Skalski, C. Smith, S. Stafford

The meeting is called to order at 4:03 PM, with Mayor E. Holder in the Chair; it being noted that all members were in remote attendance, except the Chair.

### 1. Disclosures of Pecuniary Interest

That if BE NOTED that no pecuniary interests were disclosed.

### 2. Consent

#### 2.1 COVID-19 Financial Impacts and Additional Measures for Community Relief

Moved by: J. Helmer

Seconded by: S. Hillier

That the following actions be taken with respect to the COVID-19 Financial Impacts and Additional Measures for Community Relief report dated April 28, 2020:

- a) the overview of projected financial impacts of COVID-19 on The Corporation of the City of London BE RECEIVED for information;
- b) the summary of initiatives and programs implemented by the federal and provincial governments to support Ontarians through COVID-19 pandemic BE RECEIVED for information;
- c) the advocacy priorities with our federal and provincial partners outlined in the staff report dated April 28, 2020 BE ENDORSED;
- d) the Mayor BE DIRECTED to submit the first report of the Mayor's Economic and Social Impact and Recovery Task Forces to the federal and provincial governments;
- e) the following measures outlined in the staff report, dated April 28, 2020, to provide further relief to individuals and businesses, BE APPROVED for implementation:
  - i) London Good Food Box Program (Initiative 1);
  - ii) Harvest Bucks Contribution Program (Initiative 2);
  - iii) Housing Stability Bank Program (Initiative 4);
  - iv) Deferral of rent payments for tenants of City-owned properties (Initiative 5);
  - v) Closing the digital divide for students and families (Initiative 7);
  - vi) Coordinating the delivery of fresh, health food to people who are quarantining or self-isolating (Initiative 8);
  - vii) Extension of Payment terms for 60 days for invoices (Initiative 9);
  - viii) Extension of the remittance period for Municipal Accommodation

Tax revenues (Initiative 10);

ix) Flexibility in loading/unloading and delivery times (Initiative 11);

f) the Civic Administration BE AUTHORIZED to waive the requirement, as outlined in the Reserve and Reserve Fund Policy, to charge interest on internal borrowings from reserves and reserve funds and temporary negative balances in reserves and reserve funds; and,

g) the Civic Administration BE DIRECTED to finalize the approach to mitigate the projected budget shortfall through the 2020 Mid-Year Operating Budget Monitoring Report;

it being noted that the Strategic Priorities and Policy Committee received additional information from the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and a communication dated April 23, 2020 from C. Butler with respect to this matter.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

Voting Record:

Moved by: S. Lewis

Seconded by: E. Peloza

Amendment to add a new part h) as follows:

h) that the Civic Administration BE DIRECTED to proceed with the implementation of Initiative 2 of Appendix E (post pandemic – Preliminary Possible Recovery Measures for Londoners and Businesses), “Enhancing Food Security Opportunities for Londoners”

Yeas: (3): M. van Holst, S. Lewis, and E. Peloza

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

**Motion Failed (3 to 12)**

## 2.2 Governance Requirements and Recommendations - Housing Development Corporation, London

Moved by: S. Lehman

Seconded by: E. Peloza

That, on the recommendation of the Managing Director, Housing, Social Services and Deerness Home and concurrently the Board, Housing Development Corporation, London (HDC), the following actions be taken with respect to the Housing Development Corporation, London (HDC):

a) the staff report dated April 28, 2020 entitled “Governance Requirements and Recommendations – Housing Development Corporation, London, BE RECEIVED;

b) the proposed by-law as appended to staff report dated April 28, 2020 as Appendix “A” being “A by-law to repeal By-law No. A.07891-264 being “A by-law to appoint an interim director of the Housing Development Corporation, London” BE INTRODUCED at the Municipal Council Meeting to be held on May 5, 2020; and,

c) the proposed by-law as appended to the staff report dated April 28, 2020 as Appendix “B” being “A by-law to appoint an interim director of the

Housing Development Corporation, London” BE INTRODUCED at the Municipal Council Meeting to be held on May 5, 2020.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

**3. Scheduled Items**

None.

**4. Items for Direction**

4.1 Request for a Shareholder's Meeting - Housing Development Corporation, London

Moved by: S. Turner

Seconded by: M. Cassidy

That the following actions be taken with respect to the 2019 Annual General Meeting of the Shareholder for the Housing Development Corporation, London:

a) the 2019 Annual General Meeting of the Shareholder for the Housing Development Corporation, London BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 9, 2020, for the purpose of receiving the report from the Board of Directors of the Housing Development Corporation, London in accordance with the Shareholder Declaration and the *Business Corporations Act*, R.S.O. 1990, c. B.16; and

b) the City Clerk BE DIRECTED to provide notice of the 2019 Annual Meeting to the Board of Directors for the Housing Development Corporation, London and to invite the Chair of the Board and the Executive Director of the Housing Development Corporation, London to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 7, 2020 from S. Giustizia, President & CEO, Housing Development Corporation, London with respect to this matter.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

4.2 Request for a Shareholder's Meeting – London Hydro Inc.

Moved by: M. Cassidy

Seconded by: A. Hopkins

That the following actions be taken with respect to the 2019 Annual General Meeting of the Shareholder for London Hydro Inc.:

a) the 2019 Annual General Meeting of the Shareholder for London Hydro Inc. BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 9, 2020, for the purpose of receiving the report from the Board of Directors of London Hydro Inc. in accordance with the Shareholder Declaration and the *Business Corporations Act*, R.S.O. 1990, c. B.16; and

b) the City Clerk BE DIRECTED to provide notice of the 2019 Annual Meeting to the Board of Directors for London Hydro Inc. and to invite the Chair of the Board and the Chief Executive Officer of London Hydro Inc. to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 2, 2020, from G. Valente, Chair, Board of Directors, London Hydro Inc., with respect to this matter.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

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

Moved by: E. Pelosa

Seconded by: S. Lewis

That the following actions be taken with respect to the 2019 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing:

a) the 2019 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 9, 2020, for the purpose of receiving the report from the Board of Directors of the London & Middlesex Community Housing in accordance with the Shareholder Declaration and the *Business Corporations Act*, R.S.O. 1990, c. B.16; and

b) the City Clerk BE DIRECTED to provide notice of the 2019 Annual Meeting to the Board of Directors for the London & Middlesex Community Housing and to invite the Chair of the Board and the Executive Director of the London & Middlesex Community Housing to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 17, 2020, from A. Mackenzie, Interim CEO, London & Middlesex Community Housing, with respect to this matter.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

4.4 London Public Library Board Vacancy Notification

That the following actions be taken with respect to the London Public Library Board vacancy notification:

a) the resignation of D. Vachon from the Library Board of Directors BE ACCEPTED; and,

b) the City Clerk BE DIRECTED to:

i) contact current applications on file, to confirm that those individual remain interested in consideration for appointment;

ii) seek additional applications to fill the vacancy on the Board; and

iii) bring forward the applications, noted in parts i) and ii), above, for consideration at a future meeting of the Strategic Priorities and Policy Committee.

**Motion Passed**

Voting Record:

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

That the resignation of Donna Vachon from the London Public Library Board of Directors BE ACCEPTED.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

Moved by: A. Kayabaga  
Seconded by: S. Lewis

That the City Clerk BE DIRECTED to review the current applications on file, to confirm that those individuals remain interested in appointment, and further that additional applications be sought, in order to fill the vacancy on the London Public Library Board.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

4.5 Hamilton Road BIA

Moved by: M. van Holst  
Seconded by: S. Lewis

That the following actions be taken with respect to the Hamilton Road Business Improvement Area Board of Management:

a) the resignations of Cassi Mask-Wildman and Raphael Metron BE ACCEPTED; and

b) Chantal Watier BE APPOINTED for the term ending November 15, 2022.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

**5. Deferred Matters/Additional Business**

None.

**6. Confidential (Enclosed for Members only.)**

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

That the Strategic Priorities and Policy Committee convene, In Closed Session, for the purpose of considering a matter pertaining to reports, advice and recommendations of officers and employees of the Corporation concerning labour relations and employee negotiations in regards to one or more of the Corporation's unions and communications necessary for that purpose regarding the COVID-19 emergency.

The Strategic Priorities and Policy Committee convened, In Closed Session, from 6:27 PM to 6:48 PM.

**7. Adjournment**

Moved by: M. Cassidy  
Seconded by: S. Lewis

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 6:51 PM.

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON APRIL 28, 2020</b>
<b>FROM:</b>	<b>LYNNE LIVINGSTONE CITY MANAGER  ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>COVID-19 FINANCIAL IMPACTS AND ADDITIONAL MEASURES FOR COMMUNITY RELIEF</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager and the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer:

- a) The overview of projected financial impacts of COVID-19 on the Corporation of the City of London **BE RECEIVED** for information;
- b) The summary of initiatives and programs implemented by the federal and provincial governments to support Ontarians through COVID-19 pandemic **BE RECEIVED** for information;
- c) The advocacy priorities with our federal and provincial partners outlined in this report **BE ENDORSED**;
- d) The Mayor **BE DIRECTED** to submit the first report of the Mayor's Economic and Social Impact and Recovery Task Forces to the federal and provincial governments;
- e) The measures outlined in this report to provide possible further relief to individuals and businesses **BE RECEIVED** for information;
- f) Civic Administration **BE AUTHORIZED** to waive the requirement, as outlined in the Reserve and Reserve Fund Policy, to charge interest on internal borrowings from reserves and reserve funds and temporary negative balances in reserves and reserve funds;
- g) Civic Administration **BE DIRECTED** to finalize the approach to mitigate the projected budget shortfall through the 2020 Mid-Year Operating Budget Monitoring Report.

<b>LINK TO THE 2019-2023 STRATEGIC PLAN</b>
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Council's 2019-2023 Strategic Plan for the City of London identifies "Leading in Public Service" as a strategic areas of focus. One of the objectives under this strategic area of focus is to maintain London's finances in a well-planned manner to balance equity and affordability over the long term. This report summarizes measures aimed at assisting Londoners through the challenges of the COVID-19 pandemic, while balancing various community needs against the stability of London's finances.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Property Tax Deferral Options, Corporate Services Committee, April 14, 2020: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=72459>

## BACKGROUND

The novel coronavirus (COVID-19) is causing an unprecedented interruption to the daily activities of individuals, businesses and institutions around the world. London is no exception, with the closure of non-essential businesses and the implementation of social distancing measures aimed at slowing the spread of the virus. Aside from the devastating health impacts of the virus, COVID-19 is also causing significant economic challenges for many individuals (through the loss of employment) and businesses (through forced closure, reduced revenues and/or additional costs).

In recognition of the significant financial challenges many are facing, Municipal Council passed the following resolution at its meeting on March 24, 2020:

*That the following Emergent Motions BE APPROVED:*

a) *That following actions be taken with respect to the interest and penalties related to unpaid property tax instalments:*

*i) the Civic Administration BE DIRECTED to take all necessary actions to waive interest and penalties for unpaid Interim 2020 Property Tax Installments that come due March 31, 2020, for a period of 60 days; and,*

*ii) subject to the approval of i) above, the City Clerk BE DIRECTED to bring forward for introduction at the next meeting of the Municipal Council, the necessary by-law to amend By-law A-8 being the Property Tax Collection By-law, to implement i) above;*

*it being noted that this action would not apply to payments already setup through pre-authorized payments and post-dated cheques to be cashed on March 31, 2020 or property tax accounts being paid by a financial institution from the property owner's mortgage payments, supplementary taxes due on March 31, 2020 and April 2020 for the years 2018 or 2019, or to any arrears that around prior to the March 31<sup>st</sup> Interim Installment due date.*

b) *the Civic Administration BE DIRECTED to take all necessary actions to waive interest and penalties for unpaid water and wastewater billings, for a period of 60 days; and,*

c) *the Civic Administration BE DIRECTED to take all necessary actions to defer all Community Improvement Plan loan repayments on an interest-free basis for a period of 60 days, commencing March 25, 2020; and,*

d) *the Civic Administration BE DIRECTED to report back to the appropriate Standing Committee on the potential impacts, costs and the next steps with respect to further options that may be available to assist taxpayers, including the deferral of the June 30<sup>th</sup> tax installment.*

On April 14, the Corporate Services Committee received a report recommending the deferral of remaining 2020 property tax payments (both installments and pre-authorized payments) by 60 days. This will result in the typical property tax installments due at the end of June, August and October being deferred until the end of August and October, with the final payment being due December 15. Similarly, monthly pre-authorized payments typically scheduled for June through October will now be deferred to August through December.

Other measures recently approved by Council to provide support to the community through this pandemic include:

- On March 24, Council approved the waiving of the \$1.50 per bag fee for disposing of bagged garbage at the City's EnviroDepots until May 4.
- On April 7, a 3-month payment deferral of licensing fees for Food Premises and Personal Services business licenses under the Business Licensing By-law was approved. Similarly, a 3-month payment deferral of licensing renewal fees for Cab Drivers, Cab Owners, Accessible Cab Owners and Accessible Cab Drivers under the Vehicle for Hire By-law was approved.



Further to the direction provided in part d) of the aforementioned motion, the purpose of this report is to:

- Provide a summary of the preliminary projected financial impacts of COVID-19;
- Outline the programs and initiatives that have been implemented by the federal and provincial governments to provide support to individuals and businesses impacted by the pandemic;
- Highlight the City's efforts with the federal and provincial governments to advocate on behalf of Londoners;
- Outline other possible measures that the City of London could implement to provide relief to those impacted by COVID-19; and
- Summarize financial measures that could be considered to offset the financial impacts of the pandemic as well as the potential relief measures.

## **PROJECTED FINANCIAL IMPACTS OF COVID-19**

### Budgetary Impacts:

Like many other businesses, the COVID-19 pandemic is having significant financial consequences to the City of London. These financial impacts can be categorized as either additional costs that would otherwise not have been incurred or lost revenues that will not be realized. In some cases, there may also be cost savings to the City as operations are not running as they normally would.

A detailed summary of the anticipated financial impacts of COVID-19, presented as a range through the end of June 2020 as well as the end of August 2020, can be found in Appendix A. The total projected net impact (additional costs and lost revenues, net of cost savings) is estimated to be in the range of \$23 million to \$33 million. It should be noted that these projections represent preliminary estimates based on currently available information and are subject to potentially significant variability; they are only intended to provide an order of magnitude of the financial impact as of the writing of this report.

It should also be noted that the projected financial impacts outlined in this report do not incorporate any budgetary impacts in the following areas due to the significant uncertainty surrounding the duration of the pandemic and corresponding pace of economic recovery:

- Property tax write-offs – No estimate has been included at this time, however an extended period of social distancing measures and associated closure of non-essential businesses will result in an increased likelihood of greater property tax arrears and potential write-offs;
- Planning & development applications fees, building permit revenues and development charges revenues – At this time it is assumed that revenues in these areas will be simply delayed, as opposed to lost. However, as noted above, in the event of a prolonged pandemic and/or associated economic recession, this assumption may not hold true.

In the event that economic activity is slower to normalize than currently anticipated, there may be additional budgetary impacts in the above areas. It should also be noted that the estimates within this report exclude any costs associated with accelerating capital projects once social distancing restrictions are lifted. These costs are not possible to quantify at this time, and will be reported as necessary as tenders are awarded.

Based on the magnitude of the financial impacts known at this time, it is anticipated that a budget deficit will occur in 2020. Actions that could be considered to mitigate this potential budgetary deficit are discussed later in this report.

### Cash Flow Impacts:

In addition to the potential budgetary impacts, ensuring that the Corporation's liquidity is maintained in order to pay obligations as they come due (e.g. payroll expenses, supplier invoices, subsidies, etc.) is an important consideration. London has maintained its Aaa credit for 43 consecutive years and a key factor contributing to that credit rating is strong liquidity. However, given the substantial financial impact of COVID-19 and the associated relief measures outlined in this report, London's liquidity strength will be tested in an unprecedented way. Civic Administration has been actively monitoring the Corporation's cash flow on a daily basis and modelling out various scenarios to assess the impact on cash reserves. Based on the results of this analysis, it is anticipated that the City will have sufficient cash resources necessary to service

its obligations. It should be noted, however, that relief measures undertaken, such as the deferral of due dates for the remaining property tax installments, may require the City to borrow from its reserves and reserve funds in order to maintain sufficient liquidity. According to the City's approved Reserve and Reserve Fund Policy, interest is generally charged on borrowing from reserve funds and when reserves or reserve funds temporarily experience a negative balance; however given the unusual circumstances and already significant anticipated financial impact on the operating budget, Civic Administration is recommending that this practice be waived.

## **FEDERAL AND PROVINCIAL INITIATIVES**

In response to the COVID-19 pandemic, both the federal and provincial governments have announced numerous measures intended to assist both individuals and businesses navigate these challenging circumstances. The measures introduced to assist individuals are summarized in Appendix B, while those providing relief to business are highlighted in Appendix C.

London families and businesses are counting on all levels of government to work together closely to address the short and medium term impacts of COVID-19. To this end, the City has responded by moving quickly to develop a well-planned, policy-based approach to intergovernmental advocacy. Success requires clear priorities, supported by evidence, with outcomes reflecting the needs of our community.

The City has identified three thematic COVID-19 advocacy priorities:

1. Securing ongoing support for maintaining critical services such as transit
2. Supporting London's most vulnerable through municipal service delivery
3. Positioning London's economy for recovery

The City has participated in a wide range of broad efforts to advocate for stronger federal and provincial supports for cities and communities. For example, through the Big City Mayor's Caucus (BCMC) and the Federation of Canadian Municipalities (FCM), London is highlighting the fiscal challenges faced by cities across the country when it comes to providing essential services such as public transit, housing, and homeless prevention supports. Provincially, the City is working closely alongside the Large Urban Mayors Caucus of Ontario (LUMCO) and the Association of Municipalities of Ontario (AMO) to highlight the need for additional financial supports that can be rapidly deployed to address London's challenging financial position. As well, the City is looking to the Province for clarity about the business education tax regime in order to ensure a uniform business education property tax rate for the Province and ensure equity for all businesses in London. The City is also engaging with provincial and federal governments on initiatives that will best position London for economic recovery at the appropriate time.

In response to the ideas submitted by the community and outlined in the first report of the Mayor's Economic and Social Impact and Recovery Task Forces (Appendix D), Civic Administration has reviewed these items to identify where advocacy efforts could best support ideas and recommendations. In reviewing the Task Force report, a number of the items brought forward from the community align directly with these advocacy priorities:

- Ensuring frontline workers supporting our most vulnerable have the equipment they need;
- Meeting the basic needs of our most vulnerable;
- Providing isolation spaces for people who are experiencing homelessness;
- Benefits delivered through Ontario Works should be as flexible as possible;
- Closing the digital divide in infrastructure;
- Support for recovery of the airport; and,
- Shovel-ready infrastructure stimulus projects.

Civic Administration will incorporate the valuable local insights brought forward by members of the community through the task force process. These local examples, perspectives, and ideas are critical as federal and provincial governments continue to roll out initiatives aimed at supporting the City and Londoners. The list of ideas for action can be found in Appendix D and it is recommended that they be shared with federal and provincial governments in full.

## OTHER POSSIBLE MUNICIPAL RELIEF MEASURES

In addition to the relief measures already undertaken by Council, other possible **immediate relief** measures have been identified by Civic Administration and/or were identified in the first report of the Mayor's Economic and Social Impact and Recovery Task Forces (see Appendix D). These measures have been identified here because they could be implemented quickly by the municipality and provide immediate relief to Londoners, particularly low income Londoners, and local businesses.

The Mayor's Task Force Summary Report #1 outlines several ideas for action. Civic Administration has already implemented a number of these ideas to support immediate relief measures. These include:

- 25 isolation spaces for people experiencing homelessness who are COVID-19 probable or positive as determined through an assessment by London Intercommunity Health.
- 29 monitoring spaces for people experiencing homelessness who have been medically advised to self-isolate as per an assessment completed by London Intercommunity Health.
- 115 physical distancing spaces for vulnerable individuals and families.
- The new streamlined Emergency Social Assistance support is available for those facing a crisis or emergency situation without other supports, including those waiting for federal COVID-19 support.
- Civic Administration has implemented the provincial one-time emergency COVID-19 related Discretionary Benefit for individuals and families on social assistance in need of COVID-19 related supports.
- Through the Core Area Action Plan, Civic Administration has implemented the following:
  - The number of London Cares Outreach team members has doubled to have more supports on the streets.
  - Filling identified gaps in food security for unsheltered individuals who connect regularly with our system.
  - By-law continues to share educational information about COVID-19 and physical distancing practices to individuals on core area streets.
  - Roads crews are supporting encampment areas with more frequent changing of existing garbage bins.

### Additional Possible Immediate Relief Measures for Londoners (next 2 to 3 months):

ID	Initiative	Description	Potential Financial Impact
<b>Civic Administration identified measures to support Londoners</b>			
1	London Good Food Box Program	<ul style="list-style-type: none"> <li>• This program provides fresh vegetables and fruits at a cost of \$10.00 to over 350 low income households</li> </ul>	\$11,000 (subsidizes over 350 boxes a month for 3 months)
2	Harvest Bucks Contribution Program	<ul style="list-style-type: none"> <li>• Harvest Bucks are \$2.00 vouchers used to buy fresh vegetables and fruit from local vendors</li> <li>• Harvest Bucks vouchers would be purchased and made available in existing community food programs</li> </ul>	\$10,000 (covers the cost of purchasing 5,000 vouchers)
3	Municipal Funded COVID Emergency Benefit	<ul style="list-style-type: none"> <li>• Mirror the provincial benefit for OW/ODSP recipients for COVID related items for low income Londoners not on social assistance</li> <li>• Maximum one-time benefit of \$100/individual and \$200/couple or family</li> <li>• Can be used for COVID related items such as               <ul style="list-style-type: none"> <li>○ Cleaning Supplies</li> <li>○ PPE</li> <li>○ Access to Food including Transportation needs</li> </ul> </li> </ul>	\$1.6 million+ (estimate based on a 35% uptake of eligible Londoners living at the low income cut off after tax)

ID	Initiative	Description	Potential Financial Impact
4	Housing Stability Bank Program	<ul style="list-style-type: none"> <li>Offers loans for rental arrears, first and last month's rent, and utility arrears to support financial assistance to low income Londoners</li> <li>Additional funding would support the program to double the number of loans dispersed</li> </ul>	\$325,000
5	Deferral of rent payments for tenants of City-owned properties	<ul style="list-style-type: none"> <li>Rent payments for tenants of City-owned properties could be deferred for 60 days as a means of providing relief to those individuals and families.</li> </ul>	None – deferral of revenue
6	Tree Permit Applications	<ul style="list-style-type: none"> <li>Waive the fee for Tree By-law Permits for the remainder of 2020. For immediate relief this will only be for work that is deemed necessary for safety, security and sanitation of property, per the provincial order</li> </ul>	\$12,000 (estimated loss of revenue)
<b>Social Impact and Recovery Task Force identified measures to support low income Londoners</b>			
7	Closing the digital divide for students and families	<ul style="list-style-type: none"> <li>Expand the Rogers Connected for Success program currently providing internet access to LMCH tenants at \$9.99/month (582 households currently accessing this)</li> <li>Provide support to explore expanding the Rogers program to additional low income London households to support online access to schooling, health information, employment opportunities, etc.</li> </ul>	\$45,000 (supports an additional 1,500 households for 3 months)
8	Coordinating the delivery of fresh, healthy food to people who are quarantining or self-isolating	<ul style="list-style-type: none"> <li>Community organizations have identified a need to distribute food directly to people who are food insecure and are unable to leave their homes</li> <li>Funding will support the need for additional resources/scaling up current resources</li> </ul>	\$25,000

**Possible Immediate Relief Measures for Businesses (next 2 to 3 months):**

Initiative	Description	Potential Financial Impact	
<b>Civic Administration identified measures to support businesses</b>			
9	Extension of payment terms to 60 days for City of London invoices issued to customers in the months of May, June and July.	<ul style="list-style-type: none"> <li>This extension of payment terms would apply to invoices from the City of London for a service that the City provides to its residents and businesses, such as: Boulevard Parking; By-law enforcement such as inspections, yard maintenance, etc.; Property standards such as securing buildings; Fire Services such as false alarms, Fire inspections, Open Fire Burn Violations, etc.; Garbage Collection Services such as Blue Box program, Bulk Bin rental and pick-up; Garbage Disposal Services such as Dingman Pumping Station and Landfill; Waste Diversion Services such as Blue Box and Composter programs and Material Recycling Facility processing fees; Wastewater Services such as Sludge and Sewage Disposal and High Strength Waste; Water Services such as Bulk Water purchases; Property Standards By-Law infractions; etc.</li> </ul>	Minimal – deferral of revenue and loss of penalty and interest revenue

Initiative		Description	Potential Financial Impact
10	Extension of the remittance period for Municipal Accommodation Tax revenues	<ul style="list-style-type: none"> <li>Instead of the normal requirement for hotels and motels to remit MAT revenues within 30 days, this will be extended to 90 days temporarily.</li> </ul>	None
<b>Economic Impact and Recovery Task Force identified measures to support businesses</b>			
11	Flexibility in loading / unloading and delivery times	<ul style="list-style-type: none"> <li>Parking officers can be given direction to utilize additional discretion with respect to loading areas in and around the downtown</li> </ul>	Minimal

Civic Administration has also included a list of preliminary possible **recovery measures** for Londoners and for businesses, **post pandemic** (see Appendix E). This list includes possible measures identified by Civic Administration and/or were identified in the first report of the Mayor's Economic and Social Impact and Recovery Task Forces. These measures have been identified here because they could be implemented post pandemic by the municipality and provide recovery relief to both Londoners and to local businesses. These are provided for information purposes only at this time. A more complete recovery plan will be developed.

### FINANCIAL MEASURES TO ADDRESS ANTICIPATED PRESSURES

As outlined above, COVID-19 is expected to have a significant financial impact on the Corporation both in terms of additional costs and lost revenues associated with pandemic, but also from the possible measures to provide relief to the community. In these situations, it is important to be mindful of a number of the City's key financial principles that have served the City well for many years, including:

- One-time funding is appropriate to fund one-time costs, but should not be used to implement permanent programs with ongoing costs;
- Alternate sources of revenue should be considered to cover only those expenses that are linked to them, to ensure that this funding is not required to support other expenses in the event that the funding is reduced or eliminated;
- Council should avoid taking on services/programs where there is pressure to "fill in" for services/programs that are generally the responsibility of other levels of government;
- When considering new initiatives, consider the total cost of the initiative (both one-time and ongoing operating costs), cash flow requirements and benefits to the community;
- Avoid taking on more/new services without considering long-term exit strategies;
- The City of London should determine its own capital priorities. New infrastructure programs introduced by the federal and provincial governments should be assessed relative to the capital needs and priorities of the City and ability to fund these initiatives;
- Ensure that reserves and reserve funds are kept at an adequate level to ensure the Corporation maintains sufficient liquidity; and
- Debt is appropriate for certain large-scale growth and service improvement capital projects, but should generally be avoided for lifecycle renewal projects.

It should also be noted that the *Municipal Act, 2001* prevents a municipality from running an operating budget deficit and from issuing debt to fund deficits (unlike the federal and provincial governments which are able to issue debt to finance deficits). Any unfunded operating deficit is required to be carried over to be funded through the budget in the subsequent year.

Additionally, Civic Administration recommends that any longer-term measures to mitigate the effects of COVID-19 beyond 2020 be addressed through the 2021 Annual Budget Update process. The City's Multi-Year Budget process includes a robust annual update methodology to allow for "course corrections" throughout the Multi-Year Budget period to address emerging issues such as this pandemic. As such, any potential measures in 2021 and future years are most appropriately addressed through the 2021 Annual Budget Update.

To help offset some of the anticipated financial impacts on the City's 2020 budget, the following measures are being proposed:

#### Spending Restraint:

Given the substantial budgetary impact associated with the pandemic, direction has been provided to all civic service areas to limit discretionary spending wherever possible. For example, civic services are reviewing planned spending for 2020 on discretionary items such as training, replacing office equipment, etc. in order to limit expenses to those that must occur in 2020. Additionally, recruitment of all non-critical positions has been suspended to minimize personnel cost impacts.

Similarly, all agencies, boards and commissions have been encouraged to minimize their spending by reviewing all areas of their operations for savings, including discretionary spending, purchased service arrangements, capital plans, utility usage, etc. Agencies, boards and commissions have also been encouraged to explore any available funding programs offered by the federal or provincial government that they may qualify for, noting however that municipal organizations do not currently qualify for many of these programs.

#### 2019 Budget Surplus:

The City's Surplus/Deficit Policy indicates that, in the year of a surplus, it is to be allocated as follows:

- 50% to reducing authorized but unissued debt;
- 25% to the Capital Infrastructure Gap Reserve Fund; and
- 25% to the Community Investment Reserve Fund.

Notwithstanding the Surplus/Deficit Policy, Civic Administration will be recommending that the 2019 budget surplus of approximately \$3.2 million be contributed to the Operating Budget Contingency Reserve to be utilized as a funding source to offset the financial impacts of COVID-19 on the City's 2020 budget. Further information will be provided in the 2019 Year-End Operating Budget Monitoring Report to be presented to the Corporate Services Committee on May 11, 2020.

#### Assessment Growth Allocations:

On an annual basis, in accordance with the City's approved Assessment Growth Policy, Civic Administration reports to the Strategic Priorities and Policy Committee (SPPC) on the allocation of available assessment growth funding for the year. For 2020, available assessment growth funding (inclusive of unused carry-forward from 2019) totals approximately \$13.2 million. Prior to the onset of the pandemic, Civic Administration was planning to report on the allocation of this funding at the March SPPC meeting. Given the significant change in circumstances that has occurred and the substantial anticipated financial impacts associated with the pandemic, it is recommended that only urgent essential growth requests be funded this year, with the balance of available assessment growth funding used to mitigate the financial impacts of COVID-19 on a one-time basis in 2020. The funding used to mitigate the impact of the pandemic on a one-time basis will then be carried forward and available to allocate to permanent funding requests that were deferred in 2021. It is anticipated that a significant portion of the 2020 assessment growth funding will be available to offset additional costs or lost revenues associated with the pandemic. Civic Administration will report back to an upcoming SPPC meeting with the approved urgent essential growth allocations for 2020.

#### Review of Capital Projects and Reserve Fund Contributions:

In light of the anticipated financial impacts of the pandemic as well as the significant disruptions to construction plans caused by social distancing measures, Civic Administration is reviewing approved 2020 capital projects to determine which projects can be deferred beyond this year with minimal adverse community impacts, being mindful of the important recovery role that construction projects can play. In particular, the focus will be on projects that are funded by capital levy (pay-as-you-go financing) and are unable or unlikely to proceed in 2020. By deferring these projects, the capital levy funding will not be required on a one-time basis in 2020 and will be used to offset the additional costs and lost revenues associated with the pandemic.

Concurrently, Civic Administration is reviewing all reserve funds with tax supported contributions to identify those with the ability to absorb a one-year reduction to the contribution, once again to partially offset the additional costs and lost revenues highlighted in this report.

Next Steps:

Civic Administration will continue to monitor the financial implications of COVID-19 over the coming weeks and update our financial projections on an ongoing basis. Once the duration of the pandemic and return to normal operations is better known, Civic Administration will be able to quantify the estimated impact with greater certainty. This will be summarized in the 2020 Mid-Year Operating Budget Monitoring, through which Civic Administration will also finalize and recommend strategies to mitigate the budgetary impact on the Corporation to the greatest extent possible.

<b>RECOMMENDED BY:</b>	<b>RECOMMENDED BY:</b>
<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	<b>LYNNE LIVINGSTONE CITY MANAGER</b>

## Appendix A – Estimated Financial Impact of COVID-19

Area	Description	Net Estimated Impact <sup>1</sup>	
		Through June	Through August
London Transit Commission	<ul style="list-style-type: none"> <li>Lost revenue due to rear door boarding to provide for social distancing.</li> <li>Increased costs associated with additional bus cleaning.</li> <li>Net of fuel savings due to lower fuel prices and service adjustments.</li> </ul>	\$7,700,000	\$12,000,000
Water & Wastewater & Treatment	<ul style="list-style-type: none"> <li>Lost revenues due to reduced water consumption due to shut down of non-essential services.</li> <li>Lost revenues due to deferral of 3.5% additional Wastewater rate increase approved during 2020-2023 Multi-Year Budget deliberations.</li> <li>Net of cost savings due to reduced purchase of water costs and reduced non-essential maintenance work.</li> </ul>	\$2,000,000	\$2,800,000
Investment Income	<ul style="list-style-type: none"> <li>Reduced investment income due to the reduction of interest rates by 150 basis points (1.5%) by the Bank of Canada.</li> </ul>	\$1,850,000	\$3,100,000
London Police Service	<ul style="list-style-type: none"> <li>Additional costs related to overtime (to maintain adequate staffing levels), additional personal protective equipment and supplies, additional technology to support remote work, etc.</li> <li>Reduced revenues due to lower records screening requests, fewer prisoner escorts due to courts operating by video conferencing, etc.</li> <li>Net of cost savings related to lower fuel costs and reduced non-essential training costs.</li> </ul>	\$1,750,000	\$2,600,000
Ontario Lottery & Gaming Revenues	<ul style="list-style-type: none"> <li>Lost revenues due to the closure of gaming at the Western Fair.</li> </ul>	\$1,700,000	\$2,600,000
Parking	<ul style="list-style-type: none"> <li>Reduced net parking revenues and parking fine revenues.</li> </ul>	\$1,600,000	\$2,600,000
Municipal Accommodation Tax (MAT) Revenues	<ul style="list-style-type: none"> <li>Lost MAT revenue due to significantly reduced number of hotel &amp; motel stays.</li> <li>Includes both City's share (50%) and Tourism London's share (50%).</li> </ul>	\$1,100,000	\$1,700,000
RBC Place London	<ul style="list-style-type: none"> <li>Loss of event revenues, partially offset by cost savings associated with the shutdown of operations.</li> </ul>	\$1,000,000	\$1,200,000
Provincial Offences Act (POA) Revenues	<ul style="list-style-type: none"> <li>Loss of revenues due to the adjournment of court proceedings.</li> </ul>	\$900,000	\$1,250,000
Garbage, Recycling & Composting	<ul style="list-style-type: none"> <li>Lost revenue due to reduction in tipping fee revenues due to reduced commercial activity, reduced residential revenues at W12A &amp; Council-approved waiver of \$1.50 fee at EnviroDepots.</li> <li>Additional contracted service costs for recycling and EnviroDepots as well as increased overtime costs associated with garbage collection and yard waste on peak days.</li> </ul>	\$800,000	\$1,500,000

<sup>1</sup> Estimated financial impact range is based on a return to "normal" operations between June and August and includes additional costs and lost revenues, net of estimated cost savings.



Area	Description	Net Estimated Impact <sup>1</sup>	
		Through June	Through August
Fire Services	<ul style="list-style-type: none"> <li>Additional personnel costs to maintain required staffing levels, additional medical and other supplies, additional personal protective equipment (PPE), etc.</li> <li>Reduced revenues for fire inspections and re-inspections and out-of-town vehicle accidents.</li> </ul>	\$800,000	\$950,000
Parks & Recreation – Aquatics, Arenas, Golf, Special Events, Sports Services, Storybook Gardens, Parks & Horticulture	<ul style="list-style-type: none"> <li>Lost user fee revenue due to closure of recreation facilities and cancellation of sports and recreation events and programming.</li> <li>Net of cost savings due to reduced resource requirements, lower utility usage and reduced operating materials and supplies needs.</li> <li>NOTE: Net impact lower in August due to expenditure patterns that typically require greater expenditures in the summer months.</li> </ul>	\$800,000	\$450,000
Covent Garden Market	<ul style="list-style-type: none"> <li>Lost rent and parking revenues.</li> <li>Additional costs related to security, cleaning and health &amp; safety upgrades.</li> </ul>	\$600,000	\$900,000
Budweiser Gardens	<ul style="list-style-type: none"> <li>Projected loss of revenue due to event cancellations.</li> </ul>	\$600,000	\$800,000
Waiver of Interest & Penalties on Property Taxes and Water & Wastewater Billings	<ul style="list-style-type: none"> <li>Lost revenue due to the waiver of interest &amp; penalties on the March 31<sup>st</sup> interim property tax instalment for 60 days.</li> </ul>	\$500,000	\$500,000
Information Technology Services	<ul style="list-style-type: none"> <li>Additional costs to support remote work to ensure the continuation of essential services.</li> </ul>	\$390,000	\$440,000
Centennial Hall	<ul style="list-style-type: none"> <li>Net loss of revenue due to the cancellation of events.</li> </ul>	\$290,000	\$330,000
Emergency Management	<ul style="list-style-type: none"> <li>Additional costs to provide coverage for emergency operations centre, assessment centres (noting that a portion of the costs are likely to be reimbursed by the Ministry of Health) and mobile security costs.</li> </ul>	\$250,000	\$400,000
All Other Areas Not Listed	<ul style="list-style-type: none"> <li>Projected additional costs and lost revenues, net of cost savings.</li> </ul>	\$200,000	\$500,000
London & Middlesex Community Housing (LMCH)	<ul style="list-style-type: none"> <li>Additional costs for materials &amp; supplies (sanitizers, soap, masks, etc.) and cleaning costs.</li> <li>Potential loss of rental revenue for tenants who experience loss of employment income not fully mitigated by federal relief programs (e.g. Employment Insurance or Canada Emergency Response Benefit).</li> </ul>	\$140,000	\$210,000
Facilities	<ul style="list-style-type: none"> <li>Cost savings due to reduced electricity and natural gas usage due to facility closures and reduced maintenance work due to less usage of facilities.</li> <li>Net of additional costs associated with operationalizing the COVID-19 assessment centres and field hospital.</li> </ul>	\$125,000	(\$250,000)
Museum London	<ul style="list-style-type: none"> <li>Lost revenues, partially offset by cost savings resulting from shutdown of operations.</li> </ul>	\$100,000	\$140,000

Area	Description	Net Estimated Impact <sup>1</sup>	
		Through June	Through August
Conservation Authorities	<ul style="list-style-type: none"> <li>London's estimated share of financial impacts in municipal levy funded programs and services, it being noted that the conservation authorities continue to investigate measures to mitigate these impacts.</li> <li>Impacts primarily relate to lost revenues due to cancelled education programming and other grant programs.</li> </ul>	\$75,000	\$150,000
Long-Term Care (Dearness Home)	<ul style="list-style-type: none"> <li>Additional costs related to housekeeping, security to prevent unauthorized access, additional personal protective equipment (PPE), etc.</li> <li>Loss of revenue due to cancellation of the Adult Day Program.</li> <li>Net of additional provincial funding received to assist with costs of managing the pandemic.</li> </ul>	\$70,000	\$130,000
Homeless Prevention	<ul style="list-style-type: none"> <li>Additional costs to provide temporary housing arrangements for vulnerable individuals including isolation spaces, self-monitoring spaces, etc.</li> <li>Additional costs to support temporary housing arrangements including staffing, security, supplies, personal protective equipment (PPE), comfort stations, etc.</li> <li>Net of additional federal (\$2.4 million) and provincial (\$3.5 million) funding support received for 2020-21. NOTE: Additional federal and provincial funding provided currently anticipated to be sufficient to cover additional costs incurred.</li> </ul>	\$0	\$0
Middlesex-London Health Unit (MLHU)	<ul style="list-style-type: none"> <li>MLHU has advised that they have dedicated significant resources to responding to pandemic. However, at this time, it is unknown the extent to which these costs will exceed MLHU's budget.</li> <li>On March 25<sup>th</sup>, the Provincial government announced that it was "Increasing public health funding by \$160 million to support COVID-19 monitoring, surveillance, and laboratory and home testing, while also investing in virtual care and Telehealth Ontario." It is unclear how much of this funding, if any, will be allocated to MLHU.</li> <li>Civic Administration will continue to work with MLHU to monitor the impact on MLHU's budget as the pandemic progresses.</li> </ul>	To Be Determined	To Be Determined
Neighbourhood, Children & Fire Services – Community Centres, Recreation and Leisure Programming, Neighbourhood Initiatives	<ul style="list-style-type: none"> <li>Net cost savings due to reduction in casual staffing requirements and programming costs, net of lost user fee revenues associated with these facilities and programming.</li> </ul>	(\$150,000)	(\$800,000)
By-law Enforcement and Animal Services	<ul style="list-style-type: none"> <li>Cost savings due to delayed hiring of new staff and delayed start of some new initiatives (e.g. Core Area Action Plan).</li> <li>Net of additional overtime costs to enforce social distancing requirements.</li> <li>Net of anticipated lost revenues from pet licensing and adoptions.</li> </ul>	(\$400,000)	(\$425,000)

Area	Description	Net Estimated Impact <sup>1</sup>	
		Through June	Through August
Subsidized Transit Program	<ul style="list-style-type: none"> <li>Cost savings as the London Transit Commission is not currently tracking ridership for billing purposes.</li> </ul>	(\$450,000)	(\$800,000)
Fleet Services	<ul style="list-style-type: none"> <li>Cost savings due to reduced fuel consumption and repair &amp; maintenance requirements due to lower usage of vehicles and equipment.</li> </ul>	(\$500,000)	(\$900,000)
Roadway Maintenance	<ul style="list-style-type: none"> <li>Cost savings due to delayed hiring of temporary staff and reduced expenditures on operating supplies and purchased services.</li> </ul>	(\$800,000)	(\$1,300,000)
	<b>TOTAL:</b>	<b>\$23.0M</b>	<b>\$32.8M</b>

## Appendix B – Federal & Provincial Measures to Assist Individuals

(Current as of April 14, 2020)

### Federal Supports for Individuals

*This list represents federal supports for individuals which have been made public through federal announcements and other resources and is not necessarily comprehensive. The Government of Canada is maintaining a list of supports, which is available on [Canada.ca](https://www.canada.ca).*

#### **Passive Measures**

*These items do not directly require action on the part of individuals to benefit from, or are primarily information-sharing initiatives*

- The deadline for [filing personal tax returns](#) has been extended to June 1, 2020; the deadline to pay any balance owing has been extended to August 31, 2020.
- For those who submit [personal tax instalments quarterly](#), the deadline to pay March 2020 and June 2020 quarterly instalments has been extended to August 31, 2020. This also applies to any other instalments that would normally be due any time between March 18 and August 31. No interest or penalties will accumulate on these amounts during this period.
- For those who receive the GST Credit, an automatic [one-time payment](#) of approximately \$400 for individuals and \$600 for couples will be given out in April 2020. The government has estimated the average credit for those who qualify will be approximately \$400 for individuals and \$600 for couples.
- The maximum annual [Canada Child Benefit](#) payment amounts have increased by \$300 per child for the 2019-20 benefit year. This will be automatically reflected beginning on May benefit payments.
- The government announced it is [reducing the minimum withdrawal](#) from Registered Retirement Income Funds (RRIFs) in 2020 by 25 per cent to provide more flexibility to seniors who are concerned they may have needed to withdraw more from their RRIFs than necessary during a time of economic downturn.
- Student loan repayments have been put on pause for six-months, with no interest accumulating during this time. This applies to both [Canada Student Loans](#), and the [Ontario Student Assistance Program \(OSAP\)](#). Voluntary payments can still be made during this time, and will go entirely towards the principal of the loan.

#### **Active/Application Based Measures**

*These items require individuals to apply or actively participate*

- The federal government has established the [Canada Emergency Response Benefit](#) (CERB), which will provide \$2,000 a month for up to four months for those who have had their incomes impacted as a result of the COVID-19 pandemic.

## Appendix B – Federal & Provincial Measures to Assist Individuals

(Current as of April 14, 2020)

### Provincial Supports for Individuals (Ontario)

*This list represents Government of Ontario supports for individuals which have been made public through provincial announcements and other resources and is not necessarily comprehensive, especially given the rate at which new announcements are being made.*

#### **Passive Measures**

*These items do not directly require action on the part of individuals to benefit from, or are primarily information-sharing initiatives*

- Time-of-Use Hydro pricing has been [suspended for 45 days](#), effective March 24<sup>th</sup>. Hydro usage will be billed at the off-peak rate of 10.1 ¢/kWh, and this pricing applies automatically.
- Student loan repayments have been put on pause for six-months, with no interest accumulating during this time. This applies to both the [Ontario Student Assistance Program \(OSAP\)](#) and [Canada Student Loans](#). Voluntary payments can still be made during this time, and will go entirely towards the principal of the loan.
- Provincial legislation has been passed which provides [job-protected leave](#) for employees who cannot work due to COVID-19, including those who need to be away to provide child care because of school or day care closures or to care for other relatives. These measures are retroactive to January 25, 2020.

#### **Active/Application Based Measures**

*These items require individuals to apply or actively participate*

- The province is providing additional funding to the Low-income Energy Assistance Program to support individuals who are facing difficulty paying their energy bills. In London, this program is administered through the [Housing Stability Bank](#).
- The [Ontario Support for Families](#) provides \$200 per child 12 and under, or \$250 per child with special needs 21 and under. Parents must apply for the benefit if they have not already applied for the Support for Parents benefit available during the education strikes.
- The province has announced one-time interim funding available for existing Ontario Works recipients through the City of London Discretionary Benefits Program and may be available for COVID-19 related expenses. Existing Ontario Works recipients can find out if they are eligible by calling **519-661-4520** or emailing [socialservices@london.ca](mailto:socialservices@london.ca). Recipients of the Ontario Disability Support Program (ODSP), should contact their ODSP caseworker by phone or email.

## Appendix C – Federal & Provincial Measures to Assist Businesses

(Current as of April 14, 2020)

### Federal Supports for Businesses

*This list represents federal supports for businesses which have been made public through federal announcements and other resources and is not necessarily comprehensive. The Government of Canada is maintaining a list of supports, which is available on [Canada.ca](https://www.canada.ca).*

#### **Passive Measures**

*These items do not directly require action on the part of businesses to benefit from, or are primarily information-sharing initiatives*

- Canada's coordinated approach to supporting the economy and the financial sector includes the Governor of the Bank of Canada [cutting the interest rate](#) to 0.25%
- Superintendent of Financial Institutions announced an additional \$300 billion in lending capacity by the major banks.
- Canada will defer [HST payments, duties and taxes on imports](#) until June 2020 to help shore up the importing and exporting of goods and services.
- A new [Business Credit Availability Program](#) to make more than \$12.5 billion available to Canadian businesses in financing and credit insurance solutions through [Export Development Canada](#) (EDC) and [Business Development Bank of Canada](#) (BDC).
- An additional \$5 billion to increase [Farm Credit Canada's](#) lending capacity to producers, agribusinesses, and food processors.
- The Canada Revenue Agency will [defer tax payments until August 31](#) to help businesses with cash flow.
- A number of existing R&D funding programs and initiatives will be repurposed to support the COVID-19 effort, including the Strategic Innovation Fund; Canada's National Research Council; and [Innovation SuperClusters](#).

#### **Active/Application Based Measures**

*These items require businesses to apply or actively participate in*

- Providing eligible businesses with a [75% wage subsidy for their employees](#), backdated to March 15, 2020.
- Launching the [Canada Emergency Business Account](#), which will provide access to up to \$40,000 in interest-free, guaranteed loans to businesses with between \$50,000 and \$1m in 2019 payroll expenses. For businesses meeting additional criteria, up to \$10,000 of this loan will be forgiven.
- Enhancing the [Work-Sharing program](#) to support employers and their workers who are experiencing a downturn in business.
- For tourism operators and small businesses, [regional development agencies](#) (RDAs) could assist with access to federal funding and services.
- The [Trade Commissioner Service](#) has experts worldwide who can provide [access to funding](#) and help mitigating COVID-19 impacts for businesses in global markets.
- The federal government is actively seeking manufacturers to support the response effort. [More information is available here.](#)

## Appendix C – Federal & Provincial Measures to Assist Businesses

(Current as of April 14, 2020)

### Provincial Supports for Businesses (Ontario)

*This list represents Government of Ontario supports for businesses which have been made public through provincial announcements and other resources and is not necessarily comprehensive, especially given the rate at which new announcements are being made. The province is maintaining a list of resources for businesses which is available at [Ontario.ca](https://www.ontario.ca).*

#### **Passive Measures**

*These items do not directly require action on the part of businesses to benefit from, or are primarily information-sharing initiatives*

- Passed on March 19<sup>th</sup>, the [Employment Standards Amendment Act \(Infectious Disease Emergencies\)](#) provides job-protected leave for employees who cannot work due to the impacts of COVID-19. These measures are retroactive to January 25, 2020. The legislation will also make it clear employees cannot be required to show sick notes.
- The province updated the [list of essential businesses](#) on April 3. A Stop the Spread Business Information Line has been set up to help answer business questions, including whether specific businesses are considered essential, at 1-888-444-3659
- On March 25<sup>th</sup>, the province released [Ontario's Action Plan: Responding to COVID-19](#), which contained a number of initiatives relevant to Ontario businesses, including:
  - Provincial tax deferrals on the Employer Health Tax (EHT), Tobacco Tax, Fuel Tax, Beer Tax and Mining Tax until August 31, 2020 with no interest or penalty.
  - WSIB premium deferrals for six months from March 25, 2020 with no interest or penalty.
  - Business Education Property Tax deferrals for one payment quarter (90 days after June).
  - Employer Health Tax (EHT) exemption threshold increased to \$1-million for the next year.
  - Postponing property tax reassessments being conducted this year for the 2021 tax year.

#### **Active/Application Based Measures**

*These items require businesses to apply or actively participate in*

- The province has launched the [Ontario Together](#) website to help businesses and their employees work with the province to respond to COVID-19.

#### **Additional Resources:**

- The Canadian Chamber of Commerce has developed a [preparedness guide](#) for businesses.
- The Canadian Federation of Independent Business is also [providing information](#) to support businesses.
- The Council of Canadian Innovators Dedicated has released a dedicated COVID-19 [Slack Channel](#) for Canadian Tech Workers

**Appendix D – First Report from the Mayor’s Economic and Social  
Impact and Recovery Task Forces**



# We're all in this together

First Report from the Mayor's Economic and Social Impact and Recovery Task Forces  
9 April 2020

## Introduction

Less than three weeks ago, we convened the first of many Zoom calls to understand the economic and social impacts of COVID-19 on Londoners and to identify actions that could be taken to respond to the needs of Londoners, our organizations and our businesses. Thank you for making time in the midst of this public health emergency to share your experience and your insights. We appreciate your openness, patience and focus on working together to meet the significant challenges before us as a community.

After more than a dozen discussions involving more than 200 people, it is clear that the economic and social impacts of COVID-19 are incredibly dire. While public health measures implemented at the national, provincial and local level are necessary, they have also highlighted an unprecedented cascade of economic and social impacts.

This is the first of many reports to the task force members of what we have heard in terms of the economic and social impacts and ideas that would be helpful to consider as we look to mitigate these impacts now and to support recovery in the future. This report is an initial report synthesizing what we have heard so far during our calls, which we are sharing with City Council, civic administration, our local Members of Provincial Parliament and Members of Parliament.

Many sectors have been forced to shut-down, while others are experiencing rapid and unprecedented transformation. Most retail businesses are closed entirely. Once bustling restaurants, usually filled with diners, are either empty or open only for takeout or delivery. Personal services businesses are closed. Businesses deemed essential, including grocery stores, pharmacies, banks, credit unions, and certain manufacturers have had to significantly modify their operations to protect the health and safety of workers and consumers. Events, festivals and artistic productions that have been planned over many months are cancelled or postponed. Post-secondary institutions, finance and technology companies have had to rapidly move most of their work and workforces to remote or online work. Some construction projects that were already underway continue, but with many new requirements. Many business owners are struggling or unable to pay rents, which makes it challenging for landlords to make mortgage payments or pay taxes. In order to get essential workers to their workplaces, transit service continues, but in a modified form that protects the health of transit operators and passengers.

Emergency shelters have moved people into hotel and motel rooms, including organizations like Atlohsa Family Healing Services who support our urban Indigenous population. Thousands of

individuals who have lost their jobs on short notice are struggling to pay rent or their mortgage. Kids are at home instead of at school, and child care facilities are closed. Many services for the most vulnerable in our community are struggling to maintain services because volunteers and financial supports are becoming more scarce. A [survey](#) of nonprofits in London and area conducted by Pillar Nonprofit Network found that 98% of responding organizations expect at least some significant impacts to their ability to deliver services. Forty-percent of London nonprofits reported a loss in income in the wake of COVID-19, while one-third responded that the organization's mission is now at risk. One-quarter of respondents to the Pillar survey reported that additional resources and tools will be required to adapt services previously delivered in person to our new reality of physical distancing.

These are, indeed, unprecedented times.

The response from Londoners has also been unprecedented. Hundreds of thousands of Londoners have made dramatic adjustments to their daily lives to protect the health of our community and limit the spread of COVID-19. This has included parents taking on additional childcare and home schooling responsibilities, neighbours checking in on one another virtually and assisting with things like grocery delivery. Faith communities and organizations are making rapid changes to how they support the physical distancing of people, students at Western and Fanshawe forgone their usual St. Patrick's Day festivities, and much more. Our educators are now adapting to remote learning, with the associated challenges of sufficient computers for all students. It is these everyday acts of service, sacrifice and adaptation that will ultimately lead our city through this crisis. We are also hearing daily of extraordinary acts of kindness and generosity — from additional donations to support those in need to Londoners springing to action to provide masks to workers — acts which reflect the very best of our city. In a time of crisis, Londoners support one another.

London Community Foundation ([COVID-19 response fund](#)), the [United Way of Elgin Middlesex](#) and the London Food Bank ([virtual food drive](#)) desperately need funds to provide the basic necessities to our most vulnerable, as well as a growing new group of needs-recipients not previously seen.

Our public health leaders at the national, provincial and local level are making us proud. From Dr. Theresa Tam to Dr. Chris Mackie and Dr. Alex Summers at the local level, their evidence-informed guidance, direction and leadership during this public health emergency has been invaluable. Similarly, the work of the nurses, doctors, personal support workers, paramedics, police officers, firefighters, frontline agency personnel and health care workers who are putting themselves at risk every day to help keep our community safe and healthy — words are not enough to express the depth of our gratitude. To everyone working in public health and health care, including retired workers who have returned to help, thank you from the bottom of our hearts for your service.

At a local level, City Manager Lynne Livingstone and her senior leadership team have provided steady and focused leadership during this emergency. The response from city employees and employees of our agencies, boards and commissions who deliver essential services has been exemplary. The leaders who serve on the community control group through our Emergency Operations Centre, which convenes daily to coordinate and manage the local response demonstrate calm, clear-headed decision making at a time when we need it most.

At its first council meeting during the shutdown, City Council unanimously supported waiving interest and penalties on unpaid property taxes and water bills that were due at the end of March and directed civic administration to report back later this month on a comprehensive local response. Most recently, this week, we also extended the licences for some businesses that have been closed or dramatically impacted by the pandemic, such as restaurants and vehicles-for-hire.

Your ongoing participation in these task forces has and will inform the comprehensive report from civic administration coming later this month. It will also inform and shape our advocacy to the provincial and federal governments.

The response from the federal and provincial governments has been rapid, decisive and bold. Since declaring a State of Emergency in Ontario, the provincial government, under the leadership of Premier Doug Ford and Deputy Premier and Minister of Health Christine Elliott, has earmarked over \$17 billion under its COVID-19 Action Plan. The province closed schools and non-essential businesses and has worked quickly to make changes that address affordability in Ontario. Changes include suspending time of use pricing for [hydro](#), increasing funding for Ontario Works (OW) and Ontario Disability Support Program (ODSP) recipients, and pressing pause on Ontario Student Assistance Program (OSAP) repayments. The province also quickly enacted job protection and eviction protections for Ontarians, ensuring that those in isolation or caring for those in isolation would not lose their job and that no one should lose their home.

Recognizing that perfection is the enemy of the good in a crisis such as this, the federal government, under the leadership of Prime Minister Justin Trudeau and Deputy Prime Minister Chrystia Freeland, has moved with remarkable speed to create the [Canada Emergency Wage Subsidy](#) and the [Canada Emergency Business Account](#) to provide immediate support for businesses. At the same time, Canada has created the [Canada Emergency Response Benefit](#) to directly support Canadians who have suddenly lost their income and has worked quickly to process hundreds of thousands of claims to date. The federal government doubled investments under the [Reaching Home Strategy](#) to enable communities to identify and secure safe and secure housing for homeless Canadians. The federal government has also shown leadership in establishing the [Indigenous Community Support Fund](#), which will flow \$305 million in direct supports for regional, urban, and off-reserve Indigenous organizations. These measures, along with a suite of others, bring the federal COVID-19 response total to over \$200-billion. Parliamentarians are continuing their work to adapt programs for individuals and businesses

based on feedback from Canadians. All federal parties are to be commended for acting swiftly in a minority government to make this happen.

In these unprecedented times, the intergovernmental coordination between federal and provincial governments on display these past weeks, particularly between Ministries of Finance, is leading to tangible results for Canadians. For example, governments have transformed the national and provincial health procurement process to secure needed personal protective equipment for front line health workers. Thousands of manufacturing and technology companies are also working through [federal](#) and [provincial](#) portals to re-tool local production toward meeting Canada and Ontario's critical needs for equipment to combat the pandemic.

Collaboration between municipalities and the provincial and federal governments is essential to meeting this challenge together, and we are seeing it happen. Provincial Ministers are in touch regularly with the Large Urban Mayors Caucus of Ontario (LUMCO), the Association of Municipalities of Ontario (AMO) and Mayors directly. Local MPPs or their staff, from all four London ridings, are listening to the issues you are raising during task force calls. At the federal level, the direct and frequent engagement of Deputy Prime Minister Freeland and Minister of Infrastructure and Communities Catherine McKenna with the Federation of Canadian Municipalities and Big City Mayors' Caucus (BCMC), and that of other Ministers, Parliamentary Secretaries and MPs directly with Mayors and Councillors is ensuring that we are able to raise the issues we are seeing in London directly with decision-makers in Ottawa. All of our local MPs or their staff, again, are listening on our task force calls. Several of the ideas raised during our discussions have already been actioned at the federal level.

This Team Canada approach is exactly what is needed at this critical time.

We, along with our colleagues on City Council, all of whom have listened intently to what you have shared on these calls or have raised with them directly, greatly appreciate your contributions to these task force discussions to date. Below, we have attempted to synthesize what we have heard and to identify actions that could be taken at the local, provincial and federal levels. We have numbered them for ease of reference.

This is an initial report based on our initial discussions. Through our continued discussions, we will identify more ideas for action both during the shutdown and as we move into recovery. Thank you so much for everything you are doing to support our community.

Regards,

Ed Holder  
Mayor

Jesse Helmer  
Deputy Mayor

# Ideas for Action

We have organized the initial ideas proposed through the task force discussions into two time periods: **during the shutdown**, which started in mid-March; and **during the recovery**, the start of which depends on how well we all adhere to the public health measures that have been enacted at all levels of government.

## During the shutdown

### 1. Meet the immediate needs of people who have suddenly lost their income

We know that pre-existing social determinants of health make some people more at risk. Providing cash directly to people is a way to help people immediately. The federal government has moved decisively on this issue by creating the Canada Emergency Response Benefit (CERB), which provides up to \$2,000 per month. However, gaps exist for people who have **lost only some of their income**, who **have less than \$2,000 per month in income**, or who have lost future employment opportunities such as **summer student employment**.

### 2. Support for renters and landlords

A provincial **temporary rent supplement** similar to the [one enacted in British Columbia](#) (up to \$500 per household per month paid directly to landlords) would help both renters and landlords and bring some stability to the rental housing market. It is critically important that the COVID-19 pandemic does not displace renters from their housing.

### 3. More substantial property tax relief

Waiving interest and penalties on unpaid property taxes was an initial step that slightly eases cash flow issues, but deferring taxes that would otherwise be due in June to a later date in the Fall would provide more substantial relief for property taxpayers. Allowing **repayment of these deferred taxes over a period of time** would also provide much-needed flexibility. We want to recognize that the provincial decision to allow municipalities to defer remittance of education property taxes due in June has provided additional flexibility for municipalities to enact more substantial property tax deferrals. The province proceeding with the paused education tax changes for businesses to achieve a uniform rate throughout the province would provide additional tax relief for London businesses.

#### 4. Ensure our frontline workers supporting our most vulnerable have the equipment they need

Everyone understands why it is so critical that our nurses, doctors and other health care workers have the personal protective equipment (PPE) that they need. It is also important that **workers who are supporting our most vulnerable citizens**, including, for example, people operating supervised consumption services, street outreach programs, emergency shelters and group homes have access to the PPE they need to do their work safely. The provincial [Residential Relief Fund](#) of \$40 million will help organizations that are eligible, but it is limited to residential providers. A frequent survey of PPE inventory and needs for these agencies would aid in coordinating supply and distribution at the local level.

#### 5. Maximizing the experience and talents of our residents

The response from retired nurses, doctors and other health care workers has been remarkable. But to make the most of the talents and skills of all of our residents, we need to eliminate barriers preventing **about-to-graduate students** and **foreign-trained professionals** from helping. We call on all relevant regulatory bodies to expedite the qualification of these talented people as a matter of urgent priority.

#### 6. Closing the digital divide for students and families

Access to the Internet at home is not universal. Especially as students are now home from school, the impact of the pre-existing digital divide is worsening.

- a. As an immediate first step, the City of London and/or the County of Middlesex could pay the \$9.99 per month cost for the Internet service for residents of London Middlesex Community Housing who are not already connected through the [Rogers Connected for Success program](#).
- b. Outside of community housing, the federal government could expand the scope of the existing [Connecting Families program](#) led by Computers for Success, which currently offers \$10 per month Internet service to families receiving the maximum Canada Child Benefit.
- c. Barriers preventing school boards from sharing information with agencies that can help get devices or Internet access to students and families that need it should be eliminated during this emergency.

#### 7. Clearly communicate programs in plain language

Governments at all levels are moving quickly to create new programs and supports, which is commendable. Making sure that these programs are clearly communicated in ways that make it **easy for people and organizations to access** them will be key to

success. Keep it simple. [rTraction's self-assessment tool for businesses](#) is a good example produced here in London, built on the open source code for the COVID-19 self-assessment tool in Ontario. But not everyone has Internet access. Important information should be printed and delivered to people where they live.

## 8. Public health messaging for children and youth

Making sure kids and youth understand the importance of physical distancing and other public health measures is very important. Prime Minister Trudeau and Dr. Theresa Tam's focus on kids is a good example of what can be done to reinforce **kid-focused messaging** during the pandemic. All levels of government should keep the audience of children and youth in mind when communicating. Peer-to-peer campaigns may be effective in reinforcing broader public health measures.

## 9. Ensuring women and kids at risk of domestic violence have a safe place to go

For some women and kids, home is not the safest place to be. The isolation that is required to slow the spread of coronavirus, especially over time, may be contributing to dangerous and unsafe conditions. In line with the city's strategic priority of creating a safe London for women and girls, all levels of government should support expansion and transformation of services provided by violence against women and domestic violence agencies.

## 10. Aligning deferrals of rent, utilities, property taxes, mortgage payments

The sudden drop in revenue for storefront businesses that are fully or mostly closed limits their ability to pay overhead costs like rent, utilities, property taxes and mortgage payments. This impact on storefront businesses in turn impacts landlords who are experiencing declining rent revenue and difficulty making mortgage and property tax payments. This problem is especially acute for businesses that have relatively high fixed costs and relatively low labour costs.

Until the shutdown is over, banks, credit unions and other lenders should work closely with commercial landlords, utility companies and the City of London to ensure that 1) **deferral programs are aligned**, in terms of the magnitude and duration of deferrals and repayment schedules and 2) **commercial tenants and commercial landlords both benefit** from these deferrals during the shutdown. Regulators of financial institutions should work with them to support these deferral programs.

11. Minimizing layoffs by organizations without an immediate year-over-year revenue decrease

The federal [Canada Emergency Wage Subsidy](#), enhanced from 10% to 75%, is a much-needed support for mature businesses and organizations that have experienced an immediate year-over-year revenue decrease greater than 30%. However, for some businesses the impact of the COVID-19 pandemic will be delayed and for some businesses that have been growing very rapidly, a **month-to-month** measurement of change in revenue may be more appropriate than year-over-year. This is also an acute issue for new businesses that do not have a full year of revenues.

12. Increase wage subsidy from 10% to 75% (already actioned)

Increasing the wage subsidy from 10% to at least 75% will allow businesses and nonprofits to retain more employees on their payrolls. The federal government has already actioned this idea.

13. Coordinating the delivery of fresh, healthy food to people who are quarantined or self-isolating

Grocery stores and other stores that sell food are doing their best to adapt and meet the needs of people who cannot or do not want to enter the store. However, there is a significant and growing need to distribute food directly to people who were food insecure before the pandemic and/or people who are now unable to leave their homes. Building on the federal government's announcement of \$100 million to food banks, the city and funding organizations in our community should support the work of existing organizations and new collaborations to solve this "**last mile**" problem of food security. Barriers preventing school boards from sharing information with agencies that can help students and families directly should be eliminated during this emergency.

14. Meeting the basic needs of our most vulnerable

An issue raised in an early meeting, the provision of comfort stations, has already been acted on by city staff, with 26 stations setup in the core area. However, there is an ongoing need for access to shower facilities.

15. Providing isolation spaces for people who are experiencing homelessness

With a doubling of support from the federal Reaching Home strategy funding, City staff have supported emergency shelter providers to move approximately 100 people who are experiencing homelessness into motel rooms. A 20-bed isolation space has also been established in partnership with the London Intercommunity Health Centre. The city



should pursue more **permanent options** to provide transitional housing with appropriate **ongoing support**.

#### 16. Increased support for crisis mental health and phone supports

Physical distancing is creating a great deal of stress on individuals and families that are following public health advice to stay home unless necessary to go out for essential trips. Reduced access to in-person mental health services is increasing the strain on already overloaded phone supports. [Increased provincial funding for Bounceback and Kids Help Phone](#) is welcome, but there is more to be done to meet the growing and urgent needs in this area.

#### 17. Benefits delivered through Ontario Works should be as flexible as possible

The Emergency Assistance provided through Ontario Works is helpful. Both the emergency assistance and the discretionary benefits provided through Ontario Works should be as flexible as possible to cover the wide range of situations and needs people are facing.

#### 18. Where possible and safe, adapting essential public works projects to new mobility patterns

With auto traffic dramatically reduced during the shutdown, and only when possible and safe for workers, ensuring that essential public works projects that will be proceeding take full advantage of opportunities that may not otherwise have existed, such as full road closures, to accelerate these works now in order to minimize the disruption from construction during the recovery period. Notification of the commencement of these projects should recognize that mailed notifications to businesses that are closed may not be as effective as email notifications.

#### 19. Front-load grants and transfer payments as much as possible

All levels of government should consider prepaying or front-loading payments for approved projects and funding programs to other levels of government, companies and organizations, rather than waiting to reimburse. This will **mitigate some cash flow challenges**.

#### 20. A local clearinghouse matching needs for essential equipment and supplies and manufacturing capabilities

The [Ontario Together program](#), launched by the province, is building on the ingenuity of Ontario's manufacturers, scientists, engineers and others to coordinate the need for essential equipment and supplies with people who can produce it. So too is the federal

effort organized through [Public Works and Government Services Canada](#). Making such information available locally through provincial and federal portals, or building a local clearinghouse of information to do the same, would be helpful for London and our broader region.

## 21. Eliminate 30-day waiting period for work sharing program (already actioned)

Eliminate the 30-day wait period and loosen employee criteria for the [Work Sharing Program](#), which will allow more companies to use this program to minimize layoffs. The federal government has already actioned this idea.

## 22. Support of postal workers and Canada Post

The dramatic changes in our economy are putting tremendous pressure on our postal system and the essential workers who make sure letters and parcels are delivered. At a time when business revenues and personal incomes are both under pressure, it is critical that Canada Post has the human resources and personal protective equipment (PPE) needed to keep workers safe and healthy so cheques in the mail can be deposited promptly.

## 23. Continuation of public funding for arts, cultural events and festivals that have been cancelled

Many major performances, arts and culture events and festivals have been or may be cancelled during the shutdown. To minimize the economic impact of this abrupt shutdown and position the sector for a strong recovery, all levels of government should continue to support these cancelled events rather than reduce or clawback funding.

## 24. Accelerating Core Area Action plan

Some of the funds allocated to increase the range and intensity of programming in the core (#44 in the approved business case), which is not possible during the shutdown, should be re-allocated to support beautification of business façades, many of which are or will be boarded up during the shutdown. Parts of the core action plan that can proceed during the shutdown, such as increased foot patrol and permanent housing with supports, should continue and be accelerated where possible.

## 25. Lowering the peak load on essential services like grocery stores

The essential workers who are stocking the shelves at grocery stores and processing point-of-sale transactions, as well as the customers who are buying food and essential supplies, would benefit from measures to reduce the peak load while not requiring

workers to work more hours. **Simple-to-understand and communicate measures** to balance the load such as asking people born in certain months to shop on certain days (e.g. people born in January, February and March on Mondays, as in the case of applying for the CERB), may be a way to achieve this.

## 26. Security staffing

With so many businesses and organizations closed, there is increased demand for security staff, but the [process of becoming licenced for security work](#) is itself impacted by the pandemic. The provincial licencing process must be able to keep up with demand. Extending existing licences during the shutdown may be a way to accommodate demand for newly licenced security staff.

## 27. Emergency procurement processes (already actioned)

All levels of government that are procuring essential equipment and supplies should be shortening their procurement processes to move more quickly to acquire these products. Direct procurement may be preferable than tenders and competitions, which often take much longer.

## 28. Flexibility in loading/unloading and delivery times

Relaxing municipal restrictions on parking, loading and unloading, especially given new mobility patterns during the shutdown, would provide greater flexibility for businesses that are continuing operations and increased delivery of parcels by Canada Post and couriers.

## During the recovery

### 29. Focused recovery plan for entertainment, culture, tourism and hospitality sector

The shutdown of entertainment, culture, tourism and hospitality has resulted in the cancellation or postponement of hundreds of major performances, events, conferences, even entire sport seasons, and has created a huge amount of uncertainty about future events. As we move towards recovery, **coordination of postponements**, in particular, will be very important. Pushing many events from the Spring into the Fall, for instance, may divide the available local audience to the point that the success of all events is compromised.

### 30. Support for recovery of the airport

The impact on London International Airport has been severe. As we move into recovery, support for regional airports that have been so significantly impacted should be a priority for the federal government.

### 31. Closing the digital divide in infrastructure

The COVID-19 pandemic has served to highlight some deficiencies in the London Economic Region's broadband infrastructure. Businesses have raised concerns around connectivity for workers both in urban pockets within the city as well as in surrounding small urban and rural communities. These challenges limit the ability for businesses to continue operations throughout the crisis while presenting additional barriers for vulnerable Londoners requiring access to services.

1. Aligning provincial, federal and various private sector **broadband initiatives** to fill these gaps on an urgent basis will address short and medium-term challenges while also better equipping Ontario for future pandemics. These initiatives could include both the building out of broadband infrastructure as well as making devices more readily available for vulnerable Londoners.
2. Although existing refurbishment operations are impacted during the shutdown, companies and public sector organizations with surplus computers, tablets and smartphones should be encouraged to donate these devices to Computers for Success so they can be refurbished and given to people who need them.

### 32. Shovel-ready infrastructure stimulus projects

Responding to the economic crisis caused by COVID-19 will be a significant challenge for London businesses. In the engineering and construction industry that builds so much of our public infrastructure, firms require clear direction that projects that have been committed to by all levels of government will be proceeding where they can be done safely. During the recovery, building London and area roads, bridges, water systems, bike lanes, transit and education and healthcare infrastructure will put thousands of Londoners back to work and fuel our local, regional and national long-term economic competitiveness.

## Appendix A: List of Task Force Members

### Mayor's Economic Impact and Recovery Task Force

The membership of the task force is evolving. If you are interested in being part of the task force, or have ideas for consideration, please email [mayor@london.ca](mailto:mayor@london.ca).

3M Canada	London Economic Development Corporation
Argyle BIA	London Health Sciences Centre
Avison Young	London Homebuilders' Association
Better Business Bureau	London International Airport
Bluestone Properties	London Regional Manufacturers Association
Canada Life	Media Sonar
Diamond Aircraft	Nestle Canada
Digital Echidna	Old East Village BIA
Digital Extremes	Old Oak Properties
Downtown London	Pathways
Drewlo Properties	Paystone
Ealing Pharmacy	Pillar Nonprofit Network
Elgin Middlesex Oxford Workforce Development and Planning Board	RBC
Fanshawe College	RBC Place London
Farhi Developments	Sifton Properties
Gateway Casinos	Small Business Centre
GDLS-Canada	St. Joseph's Hospital
Goodlife Fitness	Start.ca
Hamilton Road BIA	Sterling Marking Products Inc.
Hyde Park BIA	Sun Life Financial
InfoTech Research Group	Sunfest
Libro Credit Union	TD Bank
Liuna 1059	TechAlliance
London District Construction Association	Tourism London
London and District Heavy Construction Association	Tricar Developments
London Arts Council	Trillium Manufacturing Network
London Chamber of Commerce	Western Fair District
London Development Institute	Western University
	York Developments

We want to recognize all of the City Councillors as well as Minister of Environment, Conservation and Parks Jeff Yurek (Elgin—Middlesex—London), MPPs Teresa Armstrong (London—Fanshawe), Terence Kernaghan (London North Centre) and Peggy Sattler (London West), and MPs Karen Vecchio (Elgin—Middlesex—London), Lindsay Mathyssen (London—Fanshawe), Peter Fragiskatos (London North Centre) and Parliamentary Secretary Kate Young (London West), who have listened in to task force discussions.

## Mayor's Social Impact and Recovery Task Force

The membership of the task force is evolving. If you are interested in being part of the task force, or have ideas for consideration, please email [mayor@london.ca](mailto:mayor@london.ca).

519 Pursuit	London District Catholic School Board
Across Languages	London Food Bank
Anova	London Homeless Coalition
Ark Aid Street Mission	London Intercommunity Health Centre
Atlohsa Family Healing Services	London Middlesex Community Housing
Big Brothers Big Sisters	London Public Library
Boys and Girls Club	London Youth Advisory Council
Centre of Hope	LUSO Community Services
Centre for Research on Health Equity and Social Inclusion	Meals on Wheels
Children's Aid Society of London and Middlesex	Middlesex County
CMHA Middlesex	Middlesex London Health Unit
Cross Cultural Learner Centre	Neighbourhood Legal Services
Crouch Neighbourhood Resource Centre	Ontario Student Nutrition Program
CSC Providence	Pathways
CSC Viamonde	Pillar Nonprofit Network
Culinary Foundation	Safe Space London
Fanshawe College	Sisters of St. Joseph
Glen Cairn Community Resource Centre	South London Neighbourhood Resource Centre
Goodwill Industries	Thames Valley District School Board
Health Services for South West	United Sikhs
Life*Spin	United Way
London Abused Women's Centre	Youth for Christ
London Cares	Youth Opportunities Unlimited
London Community Foundation	

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## Appendix B: A Community Response to COVID-19

[\*Spreading kindness through chalk art, local woman makes requests a reality\*](#)

CTV News London, Tuesday April 7, 2020

[\*COVID-19: Teen ramps up his 3D printer to make medical face shields\*](#)

The London Free Press, Tuesday April 7, 2020

[\*Positive signs across London, Ont. neighbourhood\*](#)

CTV News London (Video), Monday April 6, 2020

[\*Signs of Positivity Flood London, ON Neighbourhoods\*](#)

1290 CJBK (Video), Monday April 6, 2020

[\*Schulich med students team up with Middlesex-London Health Unit to help in fight against COVID-19\*](#)

980 CFPL, Saturday April 4, 2020

[\*London-based credit union investing to protect the most vulnerable\*](#)

Blackburn News, Saturday April 4, 2020

[\*Goalie equipment maker switches gears during pandemic\*](#)

Blackburn News, Friday April 3, 2020

[\*Ontario egg farmers donating over 100,000 eggs to food banks\*](#)

CTV News London, Friday April 3, 2020

[\*Helping hands support London Food Bank during COVID-19 crisis\*](#)

CTV News London, Thursday April 2, 2020

[\*This ukulele-strumming Londoner in a banana suit is what we all need right now\*](#)

CBC News, Thursday April 2, 2020

[\*Coronavirus: London acts of kindness abound in a public health emergency\*](#)

CTV News London, Wednesday April 1, 2020

[\*COVID-19: London bank sources masks for health-care workers\*](#)

The London Free Press, Tuesday March 31, 2020

[\*London Goodwill, lubricants maker team up to supply hand sanitizer\*](#)

The London Free Press, Tuesday March 31, 2020

[\*Western producing face shields for frontline healthcare workers\*](#)

Blackburn News, Tuesday March 31, 2020

[Shulich med students team up with Middlesex-London Health Unit to help fight against COVID-19](#)  
Global News, Saturday, April 4, 2020

['The hospital needs us': Western producing medical face shields for COVID-19 fight](#)  
CTV News London, March 31, 2020

[More city hall financial relief for taxis, food and personal services](#)  
CTV News London, Monday March 30, 2020

[Dog treat manufacturer switches gears to make food for humans](#)  
CTV News London, Monday March 30, 2020

[Column: Dog biscuit maker turns to bread to keep cooking amid province's non-essential shutdown](#)  
The London Free Press, Tuesday March 24, 2020

[COVID-19: Acts of kindness sustaining London through pandemic](#)  
The London Free Press, Saturday March 28, 2020

[Canada Life Gives \\$100K to food banks during time of increased demand](#)  
The London Free Press, Friday March 27, 2020

[Kindness, community spirit on full display in London, Ont. region](#)  
980 CFPL, Friday March 27, 2020

[London Hydro donating face masks to health care workers](#)  
Blackburn News, Thursday March 26, 2020

[London Hydro donates thousands of masks for front-line health care workers](#)  
CBC News London, Thursday March 26, 2020

[COVID-19: Social media, video calls connect long-term care residents to community](#)  
The London Free Press, Wednesday March 25, 2020

[Free financial planning advice during pandemic](#)  
CTV News London, Wednesday March 25, 2020

[Community Living London calming COVID-19 fears of those with developmental disabilities](#)  
CTV News London, Wednesday March 25, 2020

[Dinosaur walking the streets of London, Ont. puts a smile on people's faces](#)  
CTV News London, Tuesday March 24, 2020



[Labatt to make hand sanitizer for frontline workers](#)

Blackburn News, Sunday March 22, 2020

[Local distillery, factory re-tooling to supply Ontario with much-needed medical items](#)

The London Free Press, Saturday March 21, 2020

[London's South Asian community helping out during COVID-19 outbreak](#)

CTV News London, Friday March 20, 2020

[Coronavirus: London technology firm offering free help to move workers online](#)

The London Free Press, Friday March 20, 2020

[Outpouring of community support amid outbreak](#)

CTV News London, Friday March 20, 2020

[London, Ont. announces task forces to help businesses, vulnerable during COVID-19 pandemic](#)

980 CFPL, Thursday March 19, 2020

<https://globalnews.ca/news/6704716/london-task-force-businesses-vulnerable-covid-19/>

[Mayor launches task forces as COVID-19 impacts mount](#)

CTV News London, Thursday March 19, 2020

[Column: Amid coronavirus contingencies, cancer clinics sound tiny note of hope](#)

The London Free Press, Thursday March 19, 2020

[Struggling London, Ont. businesses get a helping hand](#)

CTV News London, Thursday March 19, 2020

[Meals on Wheels asking for sanitizer donations](#)

Blackburn News, Thursday March 19, 2020

[London student task force delivers groceries to those in self-isolation during coronavirus outbreak](#)

980 CFPL, Tuesday March 17, 2020

[Student team delivers during COVID-19 crisis](#)

Western News, Monday March 16, 2020

[Food Services at Bud Gardens fills the fridge at My Sisters' Place](#)

Blackburn News, Saturday March 14, 2020

[United we stand: London grocery store donates \\$10K to COVID-19 research](#)

CTV News London, Thursday March 5, 2020

## Appendix E – Preliminary Possible Recovery Measures for Londoners and Businesses (post pandemic)

ID	Initiative	Description	Potential Financial Impact
<b>Civic Administration identified measures to support low income Londoners</b>			
1	Social Services Administration	<ul style="list-style-type: none"> <li>Administrative work is required to process Ontario Works and Housing applications, service requests, and provincial obligations</li> <li>Civic Administration will prioritize this work with additional resources to expedite processing and help Londoners benefit from these programs</li> </ul>	\$110,000 (estimated cost)
2	Enhancing Food Security Opportunities for Londoners	<ul style="list-style-type: none"> <li>Investigate partnership opportunities with local greenhouses, key stakeholders, and residents to grow, harvest, and distribute fresh fruits and vegetables</li> <li>Map existing mature fruit-bearing trees available for harvesting around London</li> <li>Through the City of London's TreeMe fund, support Londoners to plant fruit trees on private land</li> </ul>	\$100,000 (estimated cost)
3	Closing the Digital Divide in Infrastructure	<ul style="list-style-type: none"> <li>Civic Administration to work with community organizations to explore opportunities to repurpose personal technology (e.g. mobile phones, tablets, PC's) no longer used by the Corporation to help close the digital divide for Londoners living with low income</li> </ul>	To be determined
<b>Civic Administration identified measures to support all Londoners</b>			
4	Support Londoners to Participate in Recreational Activities	<ul style="list-style-type: none"> <li>Provide free scheduled and drop-in recreation opportunities for Londoners</li> <li>Civic Administration will identify opportunities to reduce or eliminate user fees for recreation programming, aquatics, community gardens, arenas, special events, sports services, golf, and Storybook Gardens; and expand grade 5 Act-i-Pass program, which provides free recreation opportunities, to include grade 6 for the next school year</li> </ul>	<p>\$1.6 million per month (estimated loss of revenue if <i>no</i> user fees are collected for recreation programming)</p> <p>\$1.3 million per month (estimated loss of revenue <i>if golf is excluded</i> from above)</p>
5	Enhancing Support (short term) of Local Environmental and Sustainability Programs	<ul style="list-style-type: none"> <li>Replacement funding to support local community groups, networks, and businesses to recover or sustain community based environmental initiatives</li> <li>Replacement funds will permit grassroots environmental initiatives to recover in the short term as traditional funding from local businesses and agencies has been reduced or is no longer available</li> </ul>	\$50,000 (support 10 – 15 initiatives)

ID	Initiative	Description	Potential Financial Impact
<b>Civic Administration identified measures to support businesses</b>			
6	Acceleration of Capital Projects	<ul style="list-style-type: none"> <li>City would accelerate capital project related work that had been delayed or postponed due to isolation measures</li> </ul>	\$100,000 to \$200,000 (estimated cost)
7	Roads Maintenance Catch Up	<ul style="list-style-type: none"> <li>Catch up on routine maintenance including collecting winter sand boxes, inspecting Class 3, 4, 5 roads, walkway cleaning, utility restoration, street sweeping, line painting, and signage</li> <li>This means contractors and suppliers are reengaged.</li> </ul>	\$100,000 (estimated cost)
8	Forestry and Tree Bylaw Permits Catch-up	<ul style="list-style-type: none"> <li>Civic Administration would process requests from the Public and Tree By-law Permits that have been delayed or postponed due to isolation measures</li> </ul>	\$10,000 (estimated cost)
9	Additional Container Exemption Collections	<ul style="list-style-type: none"> <li>Schedule two additional “three container exemption” periods once sanitation area is fully staffed and isolation measures have concluded</li> </ul>	\$2,000 (estimated cost)
10	Amendment to City Council Policy - Non-Statutory Community/Public Meetings	<ul style="list-style-type: none"> <li>Amend City Council policy to allow non-statutory community/public meetings to occur over the summer, which would allow major projects to proceed (i.e. Secondary Plans). Current Council policy discourages non-statutory public meetings in June and July.</li> <li>Allows projects to continue through the summer so that they can advance</li> </ul>	None
11	Reallocation of City Staff Resources – Planning and Development application review	<ul style="list-style-type: none"> <li>Reprioritize current projects/work plan to re-assign City staff to process planning and development applications related to economic recovery and current backlog</li> </ul>	None
12	Deferral of 2021 Development Application Fee Update	<ul style="list-style-type: none"> <li>New fees for Development Applications would not be introduced in 2021 per the original Service Review timelines</li> </ul>	\$1.2 million (estimated loss of revenue in 2021)
13	Weekend By-law Enforcement Inspections	<ul style="list-style-type: none"> <li>By-law enforcement officers will provide inspections on Saturdays for submitted requests</li> </ul>	None
14	New Delegated Authority for Parking Matters	<ul style="list-style-type: none"> <li>Establish delegated authority to set fee and charges for parking services</li> </ul>	None
15	New Payment Options for ‘Read-o-Graph’ Mobile Advertising Signs	<ul style="list-style-type: none"> <li>Sign companies providing temporary street-facing advertising signs will be able to provide payment for their renewal sticker in two installments rather than in a single payment</li> </ul>	None
16	Industrial Land Development Strategy	<ul style="list-style-type: none"> <li>Advance lands for development in support of employment growth and retention</li> </ul>	None

ID	Initiative	Description	Potential Financial Impact
17	Outreach Efforts through Business Liaison	<ul style="list-style-type: none"> <li>Work with city employers on recruitment, expansion and retention needs</li> </ul>	None
18	Review Security Requirements for New Development	<ul style="list-style-type: none"> <li>Review security requirements to facilitate greater use of bonds to lessen the financial outlay by developers</li> </ul>	None
19	Changes to Business and Vehicle For Hire Licensing	<ul style="list-style-type: none"> <li>Extend permission to numerous businesses to continue to operate and introduce new categories while deferring licensing fees for three months</li> </ul>	None – deferral of revenue rather than loss of revenue
20	Expedited Pool Fence Permits	<ul style="list-style-type: none"> <li>Civic Administration will prioritize pool fence permit review to assist homeowners &amp; pool fence companies with expedited service delivery</li> </ul>	None
21	Enhancing Support (short term) of Local Environmental and Sustainability Programs	<ul style="list-style-type: none"> <li>Replacement funding to support local community groups, networks, and businesses to recover or sustain community based environmental initiatives</li> <li>Replacement funds will permit grassroots environmental initiatives to recover in the short term as traditional funding from local businesses and agencies has been reduced or is no longer available</li> </ul>	(Financial impact identified under Recovery Measures for Londoners)
22	Waive the 6 Month Permit Cancellation Provision in the Building By-law (s. 4.6)	<ul style="list-style-type: none"> <li>Permit applicants can continue to have their applications remain active for permits affected by the provincial government's suspension of construction per the essential businesses list as of April 3, 2020</li> </ul>	None
23	Waive the 6 Month Permit Revocation Provision in the Building By-law (s. 9.1)	<ul style="list-style-type: none"> <li>Permit holders can continue to hold on to their permits affected by the provincial government's suspension of construction per the essential businesses list as of April 3, 2020</li> </ul>	None
24	Change Focus Related to Permit Issuance by Shifting to Prioritization Method	<p>Triage permit issuance based on the following priority sequence:</p> <ol style="list-style-type: none"> <li>1. New Erects Building Permits (all types)</li> <li>2. Additions to Existing Buildings</li> <li>3. Urgent Work Approval Permits</li> <li>4. Alterations to Existing Buildings</li> <li>5. Pool Fence Permits</li> <li>6. Lawyer Letters (Zoning)</li> <li>7. Accessory Structures' Building Permits</li> <li>8. Sign Permits</li> <li>9. Non-emergency Work Approval Permits</li> </ol>	None

ID	Initiative	Description	Potential Financial Impact
25	Extended / Continued Deferral of Loans under Current CIP Incentive Programs	<ul style="list-style-type: none"> <li>Defers loan repayments beyond period of business closure to allow for slow recovery of businesses; likely period of lower cash flow to businesses</li> <li>Old East Village – consider extending for the duration of Dundas St. construction (2 years)</li> </ul>	Deferred repayments total approximately \$55,000-\$60,000 per month; no loss of revenue as extension of deferral would simply delay repayment.
26	Amendment of Current Grant CIP Programs	<ul style="list-style-type: none"> <li>Amend the current grant programs to increase the amount or percentage of the grant portion of loans under the current CIP incentive programs for a period of time</li> <li>Provides increased cash back to participating businesses</li> </ul>	Dependent on percentage of loan to be granted back. Grants for 2019 repayments based on existing program guidelines totaled approx. \$150,000.
27	Amendment of Current Loan CIP Programs	<ul style="list-style-type: none"> <li>Amend the current loan programs to provide grant payments to existing loan holders; for example, make some of our loan programs grant programs</li> <li>Provides increased cash back to participating businesses</li> </ul>	Dependent on percentage of loan to be granted back. Total value of all outstanding loans is approx. \$2.5 million with annual repayment of approx. \$680,000.
28	“Core” Area Dollars Program	<ul style="list-style-type: none"> <li>City to invest in additional ‘core area’ dollars with BIA’s to incentivize increased shopping and dining at small businesses</li> <li>Provides incentive for shoppers in BIA areas</li> </ul>	\$50,000
29	Adjustment to Building Permit Fees	<ul style="list-style-type: none"> <li>Consider putting a maximum building permit fee for industrial new/additions/alterations</li> <li>Incentive to recover existing business and/or repurpose to ensure resilience.</li> </ul>	Loss of revenue dependent on total permits in excess of the maximum fee
30	Honk Mobile	<ul style="list-style-type: none"> <li>Free hourly parking can be provided both on-street and in municipal lots via the Honk app</li> <li>This is already provided in the budget for downtown construction activity</li> </ul>	Cost is dependent on the length of free parking and the lifespan of this promotion
31	Delegated Authority	<ul style="list-style-type: none"> <li>Delegated authority to Civic Administration to address any fee cancellation requests</li> <li>A resolution could be passed giving the Managing Directors delegated authority to offer refunds for issues related to the provincial designation of a pandemic emergency</li> </ul>	Dependent on extent of requests for refunds

ID	Initiative	Description	Potential Financial Impact
<b>Economic Impact and Recovery Task Force identified measures to support businesses</b>			
32	Focused Recovery Plan for Entertainment, Culture, Tourism and Hospitality Sector	<ul style="list-style-type: none"> <li>Tourism London, Parks and Recreation (Culture and Events), RBC Place, Downtown London and the City's Communication division are working together to develop a coordinated event planning calendar and scheduling process to alleviate overbooking of events in the fall of 2020.</li> </ul>	None
33	Shovel-ready Infrastructure Stimulus Projects	<ul style="list-style-type: none"> <li>Civic Administration to identify "shovel-ready" infrastructure projects to begin Fall 2020</li> <li>Potential projects to be submitted to the federal government for funding ranging from 50% to 100%</li> </ul>	Unknown at this point pending further details on potential stimulus programs
34	Where Possible and Safe, Adapt Essential Public Works Projects to New Mobility Patterns	<ul style="list-style-type: none"> <li>Civic Administration to prioritize and advance essential public works projects that have been delayed</li> </ul>	This is addressed by the items submitted above.
35	Accelerating the Core Area Action Plan	<ul style="list-style-type: none"> <li>Civic Administration to work with key stakeholders to explore advancing short term initiatives identified in the Core Area Action Plan that have been funded through the 2020-2023 Multi-Year Budget</li> </ul>	None
36	Continuation of public funding for arts, culture events and festivals that have been cancelled	<ul style="list-style-type: none"> <li>Civic Administration to work with the London Arts Council to explore how arts, culture events, and festivals can be supported through the municipal Community Arts Investment Program (CAIP)</li> </ul>	None



# COVID-19: Financial Impacts



April 28, 2020

[london.ca](http://london.ca)



## Projected Financial Impacts

- Projections represent preliminary estimates based on currently available information and are subject to potentially significant variability
  - Intended to provide an order of magnitude of the financial impact as of the writing of this report
- Does not incorporate due to uncertainty at this time:
  - Property tax write-offs – extended period could increase likelihood
  - Planning & development application fees, building permit revenues and development charges revenues assumed delayed, as opposed to lost, but could change
- Financial impacts are characterized into 3 main categories

[london.ca](http://london.ca)



# Projected Financial Impacts of COVID-19 (Appendix A)

Category	Impact through June (\$M)	Impact through August (\$M)	Examples
Lost Revenues	\$30.2	\$47.3	<ul style="list-style-type: none"> <li>- Transit fare revenue due to rear door boarding</li> <li>- Water &amp; wastewater revenues due to reduced water consumption</li> <li>- Investment income due to Bank of Canada interest rate cuts (1.5%)</li> <li>- OLG revenues due to closure of gaming at Western Fair</li> <li>- Parking revenues and parking fines</li> <li>- Municipal Accommodation Tax revenues due to reduced hotel stays</li> <li>- RBC Place event revenues due to cancellation of events</li> <li>- Provincial Offences Act revenues</li> </ul>
Additional Costs	\$9.1	\$10.1	<ul style="list-style-type: none"> <li>- Additional costs to provide isolation, monitoring &amp; physical distancing spaces for vulnerable individuals &amp; families</li> <li>- Personal protective equipment (PPE)</li> <li>- Additional materials &amp; supplies and cleaning costs – LTC, LMCH, Dearness Home, etc.</li> <li>- Technology to support remote work</li> </ul>
Less: Cost Savings & Additional Revenues	(\$16.3)	(\$24.6)	<ul style="list-style-type: none"> <li>- Reduced/delayed casual and temporary staffing requirements</li> <li>- Fleet services – reduced fuel consumption &amp; repairs/maintenance</li> <li>- Reduced electricity and natural gas usage in City facilities</li> <li>- Additional federal/provincial funding to support vulnerable populations</li> </ul>
<b>Net Estimated Impact</b>	<b>\$23.0</b>	<b>\$32.8</b>	



## Financial Measures to Address Pressures

- Remain mindful of Key Financial Principles
- Duration and extent of economic impact is uncertain
- *Municipal Act 2001:*
  - Deficits must be funded at year end or recovered in the next budget
  - Significant deficits could impact future service levels
- Will continue to monitor and update our financial projections for COVID-19 over the coming weeks





## Financial Measures to Address Pressures

Item	Description
Spending Restraint	<ul style="list-style-type: none"><li>- Direction has been provided to all civic service areas and agencies, boards &amp; commissions to limit discretionary spending wherever possible</li><li>- Minimize spending in all areas where possible.</li></ul>
2019 Budget Surplus	<ul style="list-style-type: none"><li>- Civic Administration will be recommending that the 2019 budget surplus of approximately \$3.2 million be contributed to the Operating Budget Contingency Reserve to be utilized as a funding source to offset the financial impacts of COVID-19</li></ul>
Assessment Growth Allocations	<ul style="list-style-type: none"><li>- Civic Administration is recommending that only <u>urgent</u> essential growth requests be funded this year, with the balance of available assessment growth funding used to mitigate the financial impacts of COVID-19 on a one-time basis in 2020</li><li>- Funding will then be carried forward and available to allocate to permanent funding requests that were deferred in 2021</li></ul>
Review of Capital Projects & Reserve Fund Contributions	<ul style="list-style-type: none"><li>- Civic Administration is reviewing approved 2020 capital projects to determine which projects can be deferred beyond this year with minimal adverse community impacts</li><li>- Civic Administration is reviewing all reserve funds with tax supported contributions to identify those with the ability to absorb a one-year reduction to the contribution</li></ul>



## Financial Measures to Address Pressures

- Multi-Year Budget process has a robust annual review process
  - Flexible to allow for adjustments to address emerging issues
- Annual Budget Update process is opportunity to adjust 2021 and future budgets as required
- Preliminary timeline was late October/early November tabling with December approval
- Timelines may be adjusted depending on duration of pandemic and extent of adjustments to future years' budgets

**From:** Chris Butler  
**Sent:** Thursday, April 23, 2020 9:27 AM  
**To:** SPPC <sppc@london.ca>  
**Cc:** Saunders, Cathy  
**Subject:** [EXTERNAL] SPPC MTG April 28 - Agenda Item 2.1 - C- 19 Financial Impact Report

Cathy > Please consider this submission as " Added Agenda " for posting and distribution with the SPPC for the upcoming April 28 SPPC MTG - under agenda Item 2.1 - C-19 report

### **Mayor Holder / Budget Lead Councilor Morgan & fellow Councilors**

The report offered up today by our City Manager & City Treasurer /CFO recommends receiving direction from Council to deferred the next report update and any further action to mitigate the Financial impact of C-19 until the mid - year update , typically on the mid - July calendar. I ask for Council's leadership today to recognize the urgency of dealing with this issue much sooner than this mid year update and direct both the City Manager & CFO to provide an action plan to mitigate both these known shortfalls and provide contingency plans for further risks by May 15/ 20 - 2020 .

At this point , we know we have a growing financial fire burning and we should not be waiting for the Fire Marshalls report in mid - July to appraise further structural damage when this lag / delay time only increases the very risks we are trying to mitigate .

### **Reference Points - Consideration**

- The City of London is already lagging other leading Canadian cities & municipalities in implementing ( not reporting ) C-19 financial mitigation plans by approximately 3 - 4 weeks by the time of this SPPC meeting , many are on round 2 of their plans ( eg ; Targeted Full Time staff furlongs vs part time ) . Reference: City of Windsor / City of Guelph / City of Orillia / both Calgary & Edmonton and a few in BC. There are common items for guidance in each cities plan ; but they are not waiting for a " Hail Mary " pass from any level of Government prior to moving forward.
- Addressing financial mitigation measures later in 2020 will only substantially increase the severity of the measures required to be implemented . Council needs to provide the leadership to move forward to start smoothing the " financial C-19 curve " now to minimize the pain later .
- As we move forward , Council needs to direct the City Manager and her team to add and think " repeatability & scalability " in the mitigation action plan. We are already aware the C-19 recovery period will likely extend well into 2021 and there is growing awareness that a second C-19 wave could hit in late 2020-early 2021. An action and repeat plan requirement is very likely .
- Please accept my feedback that using available taxpayer funded reserve funds such as " Council Special Initiatives " and numerous Capital Reserve Funds to reallocate as a financial mitigation tool is welcome , if and only if we address the underlying cause of the financial stress concurrently . As a homeowner , I don't expect to use my " Roof Replacement " reserves only to find I have not repaired the leak ! Reference > repeatability & scalability above .

I would appreciate Council's growing support on the above as a great deal on London's future rests on the outcome of this meeting .

THXS - Chris Butler - 863 Waterloo St .

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON APRIL 28, 2020</b>
<b>FROM:</b>	<b>SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME &amp; BOARD, HOUSING DEVELOPMENT CORPORATION (HDC)</b>
<b>SUBJECT:</b>	<b>GOVERNANCE REQUIREMENTS AND RECOMMENDATIONS – HOUSING DEVELOPMENT CORPORATION, LONDON</b>

<b>RECOMMENDATIONS</b>
------------------------

That on the recommendation of the Managing Director, Housing, Social Services and Dearness Home and concurrently the Board, Housing Development Corporation, London (HDC) the following actions be taken with respect to the Housing Development Corporation, London (HDC):

- a) the report dated April 28, 2020 entitled “Governance Requirements and Recommendations – Housing Development Corporation, London, BE RECEIVED;
- b) the attached proposed by-law “Appendix “A” being “A by-law to repeal By-law No. A.07891-264 being “A by-law to appoint an interim director of the Housing Development Corporation, London” BEN INTRODUCED at the Municipal Council Meeting to be held on May 5, 2020; and,
- c) the attached proposed by-law “Appendix “B” being “A by-law to appoint an interim director of the Housing Development Corporation, London” BE INTRODUCED at the Municipal Council Meeting to be held on May 5, 2020.

<b>PREVIOUS REPORTS PERTINANT TO THIS MATTER</b>
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“RFP 18-04: City of London Service Review – Consulting Services,” Strategic Priorities and Policy Committee, March 26, 2018

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

“City of London Service Review: Project Update”, Strategic Priorities and Policy Committee, April 8, 2019

“City of London Service Review: Review of Service Delivery for Housing”, Strategic Priorities and Policy Committee, August 26, 2019

“City of London Housing Service Review: Proposed Action Plan Recommendation”, Strategic Priorities and Policy Committee, September 16, 2020

“City of London Housing Service Review: Proposed Action Plan Recommendation – Update”, Strategic Priorities and Policy Committee, September 16, 2020

## LINK TO THE STRATEGIC PLAN

The City of London Service Review links to Council's Strategic Plan 2019 – 2023 strategic area of focus of Leading in Public Service, specifically:

- Increase efficiency and effectiveness of service delivery; and
- Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term

## PURPOSE OF REPORT

At its meeting held on August 27, 2019, the Municipal Council in response to a report on the review of service delivery for housing, directed the Civic Administration to “determine next steps and actions based on the analysis and potential course of action identified in the KPMG report dated August 12, 2019, with respect to the review of service delivery for housing” and “to examine the development of affordable housing, consistent with the City's Service Manager legislated responsibility and report back on a recommended course of action”. The above-noted KPMG report related to the Shareholders Agreements between the City and London and Middlesex Community Housing (LMCH) as well as the City and Housing Development Corporation, London (HDC).

At its meeting of September 17, 2020, the Municipal Council received and approved the Action Plan recommended by the Civic Administration and revised the composition of the Boards of Directors of both London Middlesex Community Housing Corp. and the Housing Development Corporation, London and passed the following motion:

*“That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and Managing Director, Housing, Social Services and Dearness Home, the following actions be taken with respect to the City of London Housing Service Review:*

- a) the staff report dated September 16, 2019, and the subsequent updated report, BE RECEIVED;*
- b) Option 3 identified in the reports, noted in a) above, BE APPROVED;*
- c) the Civic Administration BE DIRECTED to take all necessary steps to implement the above-noted Option 3;*
- d) the Civic Administration BE DIRECTED to report quarterly to Municipal Council with a status and progress update on the implementation of Option 3;*
- e) the City Clerk BE DIRECTED to make the necessary arrangements to bring forward the appropriate by-laws to implement actions identified in Option 3; and*
- f) the Civic Administration BE DIRECTED to report back to Corporate Services Committee on the feasibility of using the same approach taken for affordable housing to reduce the effective tax rate for London Middlesex Community Housing (LMCH) buildings to be equivalent to the residential tax rate, including any amendments that may be necessary to the Municipal Housing Facilities By-law to do so;*

*it being noted that the Strategic Priorities and Policy Committee received communications dated September 12, 2019 from D. Astolfi and J. Atkinson, and received verbal delegations and the ~~attached~~ submissions from the Housing Development Corporation and the London & Middlesex Community Housing. (4.1/18/SPPC) (2019-S11)”*

*In response to this above-noted direction, the Municipal Council enacted By-law No. A.-7890-264 being “A by-law to discharge the current Board members of the Housing Development Corporation, London” and enacted By-law No. A.-7891-264, being “A by-law to appoint an interim director of the Housing Development Corporation, London”.*

The Municipal Council appointed the City’s Managing Director, Housing, Social Services and Dearness Home (Sandra Datars Bere) as the interim Board for the Housing Development Corporation, London (HDC). This board composition has been in place since September 17, 2019, and oversight of the operations of HDC has continued. The actions of HDC has been reviewed, monitored and approved by the Board and updates on various initiatives has been addressed through regular board meetings and reports to the Municipal Council.

In light of impending changes in tenure of the current Board (member), and the requirements of the organization’s Articles of Incorporation, changes to Board composition are required. This report provides a recommendation and proposed plan of action for the Board of the Housing Development Corporation, London.

## **OVERVIEW AND RECOMMENDATION**

The Housing Development Corporation, London (HDC) was approved by Municipal Council as a corporate entity in 2015 and began operation in early 2016. Established with a core mandate to stimulate the development and sustainability of affordable housing throughout London and Middlesex, the HDC has worked to implement a coordinated approach to affordable housing development, in partnership with City service areas, local housing providers, developers and the provincial and federal governments. The City is the Shareholder for the HDC and both a shareholder’s agreement (which establishes the relationship between the organization and the City) and an assignment agreement (which assigns the City’s Housing Service Manager role for affordable housing development to HDC) are in place. The work of the HDC since its establishment has included both the development of tools that support housing creation and the direct implementation of procurement and provider “rostering” that has supported the use of federal, provincial and municipal funding to create new affordable units.

The Articles of Incorporation for HDC provide for a minimum of three (3) directors. As noted previously in this report, on September 17, 2019, Municipal Council appointed one person to act as the Board of the HDC, pending the implementation of the action plan created to address the issues identified through the Housing Services Review. At this point, the review of housing services, including a consideration of how affordable housing development services should be implemented, has been initiated, but not yet completed. Given the impending departure of the current Board (member), a replacement board is required to ensure continued governance oversight over the next interim period.

It is recommended that Craig Cooper, the City’s Manager, Homeless Prevention Services, be appointed to act as the Board, to oversee the ongoing actions of the organization. Consistent with the rationale provided previously, the proposed recommended oversight will continue to support a more coordinated alignment and oversight, both with the broader homelessness and housing system as well as more closely with City’s administrative oversight and service support. Mr. Cooper has extensive experience in homeless prevention services and affordable housing development, gained both through his work with the City and with the Ministry of Municipal Affairs and Housing. Mr. Cooper is also a registered professional planner. Since joining the City, he has worked closely with Housing Services Division, Social Services, the Housing Development Corporation and London and Middlesex Community Housing in prioritizing new housing development and support provision. With the leaders of these organizations/ city divisions, Mr. Cooper serves on the City’s Housing Leadership Table.



APPENDIX "A"

Bill No.  
2020

By-law No. A.-\_\_\_\_\_

A by-law to repeal By-law No. A.-7891-264 being "A by-law to appoint an interim director of the Housing Development Corporation, London".

WHEREAS the Housing Development Corporation, London is incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16 (the "BCA");

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

AND WHEREAS section 10 of the *Municipal Act, 2001* provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public and may pass by-laws respecting the governance of the municipality and its local boards;

AND WHEREAS Subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

AND WHEREAS the Municipal Council enacted By-law No. A.-7891-264 being "A by-law to appoint an interim director of the Housing Development Corporation, London" on September 17, 2019, appointing Sandra Elaine Datars Bere as the Interim Director;

AND WHEREAS the Municipal Council deems it appropriate to repeal the appointment of Sandra Datars Bere as Interim Director of the Housing Development Corporation, London in order to appoint Craig Cooper as Interim Director;

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

1. That By-law No. A.-7891-264 being "A by-law to appoint an interim director of the Housing Development Corporation, London" be repealed.
2. This by-law comes into force on the 6th day of May, 2020.

PASSED in Open Council on the 5th day of May, 2020.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First reading – May 5, 2020  
Second reading – May 5, 2020  
Third reading – May 5, 2020

APPENDIX "B"

Bill No.  
2020

By-law No. A.-\_\_\_\_\_

A by-law to appoint an  
interim director of the Housing  
Development Corporation, London".

WHEREAS the Housing Development Corporation, London is incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16 (the "BCA");

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

AND WHEREAS section 10 of the *Municipal Act, 2001* provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public and may pass by-laws respecting the governance of the municipality and its local boards;

AND WHEREAS subsection 203(1) of the *Municipal Act, 2001* provides that without limiting sections 9 and 10, those sections authorize a municipality: to establish corporations; nominate or authorize a person to act as an incorporator, director, officer or member of a corporation; acquire an interest in or to guarantee such securities issued by a corporation as may be prescribed; and exercise any powers as the holder of such securities issued by a corporation as may be prescribed;

AND WHEREAS Subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

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

1. That the following individual be appointed as interim director of the Housing Development Corporation, London:

Craig Cooper

2. This by-law comes into force on the 6th day of May, 2020.

PASSED in Open Council on the 5th day of May, 2020.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First reading – May 5, 2020  
Second reading – May 5, 2020  
Third reading – May 5, 2020





April 7, 2020

SENT BY EMAIL to [csaunders@london.ca](mailto:csaunders@london.ca)

**Attention: Cathy Saunders, City Clerk City of London**

City Clerks Office  
City Hall, 300 Dufferin Avenue  
PO Box 5035  
London, ON N6A 4L9

Dear Ms. Saunders:

REGARDING: HDC Annual Meeting of the Sole Shareholder

This letter is being sent to request a meeting of the Shareholder. HDC requests to appear before the Strategic Priorities and Policy Committee (SPPC) of Municipal Council, at its June 9, 2020 meeting for our annual meeting of the Sole Shareholder.

HDC requests a 15 minutes delegation to provide the Shareholder a presentation on the annual report for 2019. This duration is consistent with those previously provided to municipally share-held corporations for annual reporting purposes.

Please advise if Civic Administration is requiring anything for the corresponding report related to the standard resolutions and receipt of the HDC audit. Please also note that the HDC audit has been scheduled through the City's Finance office with KPMG and is targeted to be completed for the requested meeting date. Despite the current emergency measures, we believe these timelines remain realistic.

We look forward to our meeting with the Shareholder.

Yours truly,

Stephen Giustizia President & CEO, on behalf of,  
Housing Development Corporation, London (HDC) Board of Directors

c. HDC Board



April 2, 2020

ATTN: Barb Westlake-Power, Deputy City Clerk  
City Clerk's Office  
Room 308, City Hall  
300 Dufferin Avenue, PO Box 5035  
London, ON N6A 4L9

**VIA EMAIL COMMUNICATION**

**Re: Request for Delegation Status**

Dear Ms. Westlake-Power:

We hereby request delegation status to appear in front of the Strategic Priorities and Policy Committee of The Corporation of the City of London (the "Shareholder"), the Shareholder of London Hydro Inc. ("London Hydro"), at its meeting on June 9<sup>th</sup>, 2020, for the purpose of its Annual General Meeting. However, in light of the extraordinary times due to COVID-19, we understand that, alternatively, the annual report to the Shareholder, including financial results for the year ended December 31, 2019 and annual resolutions, may be satisfied by written documentation submission pursuant to Article 7.1 of the Shareholder Declaration.

While we shall fulfil our annual obligations to our Shareholder, should the chance to formally present to our Shareholder arise, we will avail ourselves of this opportunity.

We kindly ask that you include this request on the agenda of the Strategic Priorities and Policy Committee for consideration at its next meeting.

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

Yours truly,

A handwritten signature in black ink that reads "G. Valente".

Gabe Valente  
Chair, Board of Directors  
London Hydro Inc.



**LONDON & MIDDLESEX**  
COMMUNITY HOUSING

April 17, 2020

**SENT BY EMAIL to**

[csaunders@london.ca](mailto:csaunders@london.ca)

**Attention: Cathy Saunders, City Clerk City of London**

City Clerks Office  
City Hall, 300 Dufferin Avenue  
PO Box 5035  
London, ON N6A 4L9

Dear Ms. Saunders:

**REGARDING: LMCH Annual Meeting of the Sole Shareholder**

This letter is being sent to request a meeting of the Shareholder. LMCH requests to appear before the Strategic Priorities and Policy Committee (SPPC) of Municipal Council, at its June 9, 2020 meeting for our annual meeting of the Sole Shareholder. LMCH requests a 5-minute delegation to provide the Shareholder a presentation on the LMCH annual report of 2019.

Please advise if Civic Administration is requiring anything for the corresponding report related to the standard resolutions and receipt of the LMCH audit. Please also note that the LMCH audit is underway with KPMG and is targeted to be completed for the requested meeting date. Despite the current measures, we believe these timelines remain realistic.

We look forward to our meeting with the Shareholder.

Yours truly,

Andrea Mackenzie Interim CEO, on behalf of  
London Middlesex Community Housing and LMCH Board of Directors

April 6, 2020

Ms. Cathy Saunders  
City Clerk - The Corporation of the City of London  
300 Dufferin Avenue, London, Ontario N6B 1Z2

Dear Ms. Saunders:

This letter is written in relation to the Public Libraries Act, R.S.O. 1990, c. P.44, Sections 11 and 12, regarding where a vacancy arises in the membership of a library board.

On behalf of Mariam Hamou, London Public Library (LPL) Board Chair, I am forwarding a letter of resignation from LPL Board Trustee, Donna Vachon. The resignation letter is dated and effective March 25, 2020.

Per Ms. Hamou's direction, I am requesting that you begin the process of public notification and appointment. To assist in this matter, the LPL Board has provided a document listing criteria and answering questions for applicants, staff and those deciding on the appointment.

Taking into consideration the specific needs of the current Library Board, the addition of a trustee with a legal background – preferably a practicing lawyer – with strong ties the community would be a tremendous asset.

Again, please accept our thanks for all of your attention to this matter. Please do not hesitate to contact me should you require further information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Ciccone', with a long horizontal flourish extending to the right.

Michael Ciccone  
CEO & Chief Librarian  
London Public Library  
[michael.ciccone@lpl.ca](mailto:michael.ciccone@lpl.ca)  
519-661-5143

## Michael Ciccone - LPL Board Resignation

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**From:** Donna Vachon  
**To:** Mariam Board , Michael Ciccone 3/25/2020 5:54 PM  
**Date:**  
**Subject:** LPL Board Resignation

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Michael and Mariam

Please accept this email as my resignation as a board member of London Public Library. I have made this decision for personal reasons and please be assured that I have not made this decision lightly. My time as a board member - more than eight years - has been gratifying. Additionally, I have very much enjoyed my roles as a board member of Museum London and board liaison with the Friends of the Library. Would you please advise if further action is required on my part. Thank you.

Donna Vachon

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## London Public Library Board Trustee Position

April 8, 2020

### Library Purpose Statement

London Public Library (the Library) strengthens people and neighbourhoods by creating connections that enrich lives, inspire discovery, foster creativity, and expand possibilities.

### Library Values

- **Community values:** access, community engagement, diversity & inclusiveness, open to all & nonjudgmental, intellectual freedom, privacy, respect, service excellence
- **Corporate values:** innovation, leadership, stewardship, transparency

### Library Board

Public Library Boards are governing boards, legal corporations with the authority to make policy and to govern the library's affairs under the **Public Libraries Act**, RSO 1990, c. P.44.

A board's duty is to provide comprehensive, effective and efficient public library service that reflects the community's needs and builds community capacity.

The stakeholders of today's libraries expect strong leadership that embraces new ideas and forge strong relationships that will support the Library.

The Library Board has the authority to act on behalf of the library; individual board members have no authority to act on their own.

The primary roles of the Library Board are to:

- Set the vision, purpose and strategic direction for the library and, using strategic planning techniques, map a strategy;
- Make policy within the framework of government legislation and regulations;
- Oversee the library's finances in accordance with public accounting principles and requirements and within municipal budget policy and procedures;
- Monitor overall effectiveness of the library in meeting community needs in an efficient and effective manner and evaluate progress on the strategic plan;
- Impose fees where allowed by the Public Libraries Act;
- Hire and evaluate a qualified Chief Executive Officer to implement the strategic plan and to manage the day-to-day delivery of public service and daily operations of the library; and

## **London Public Library Trustees**

### **Trustee Values**

As a member of a library Board, a trustee must act honestly and in good faith and in the best interests of the Library. The interests of the Library take precedence over personal interests or those of any group with which the trustee is associated.

Trustees are required to conduct themselves in accordance with the Library policies, which state that the Library believes that it is the right of all Employees, Board Members, Volunteers and any person having a relationship with the Library to be treated with dignity and respect. The Library is committed to providing a working environment which promotes mutual respect, provides equal opportunities and is free from harassment.

### **Trustee Roles**

Along with the governance, legal and fiscal roles, Library Board Trustees are expected to support and participate in community engagement by:

- Establishing the library as an essential community service;
- Building community pride in the library;
- Advocating the library's role in the community;
- Maintaining an open dialogue with the community;
- Building strong relationships with municipal council;
- Being aware of the municipal planning context; and
- Supporting the Library in developing strategic partnerships with community groups and leaders.

In order to fulfill the above, the Library requires a well-rounded Board with competent, experienced trustees. The trustee's job requires the ability to work towards a vision and to think in broad, future-oriented terms while maintaining a commitment to move vision to reality. This requires understanding and discussing the philosophical aspects of library service while implementing the necessary governance measures to achieve desired services. A good trustee keeps the overall vision, purpose and value of the Library in mind while acting strategically.

The person appointed to the Library Board must be

- A Canadian citizen;
- At least 18 years old;
- A resident of London; and
- Not employed by the Library Board or the Municipality.

### **Essential Competencies & Qualifications**

- Conviction that public library support of intellectual freedom is essential for a democratic society and uniquely important to the life of all Londoners and communities within London;
- Commitment to equitable access, diversity & inclusiveness
- Commitment to London and Londoners through active service to the community;



- Ability to seek and listen to input from all stakeholders and approach people and problems with an open mind;
- Ability to actively participate in discussion and deliberation and to attain positive outcomes;
- Experience with governance and successful strategic planning;
- Leadership experience;
- Business acumen; and
- Time and energy to devote to the work of the Board.

### **Time Commitment**

- The Library Board holds a minimum of 7 monthly meetings a year – usually on the last Thursday of the month at 5:30. No meetings are held in July or August. The time commitment includes: preparation time to read and consider reports and other information in the meeting package, and the meeting time of approximately 3 hours.
- On occasion, Board members will also participate in public participation meetings designed to seek public input on key library matters.
- Library Board members represent the Library in the community and may also attend community events on behalf of the Library Board.
- Board members are expected to represent the Library on committees such as the Historic Sites Committee of the Board, Friends of the London Public Library, the Ontario Library Boards' Association, Southern Ontario Library Service, etc. Time commitments vary according to the committee.
- Board members may also elect to participate on “ad hoc” committees of the board which are established to deal with specific matters such as the hiring of the CEO or drafting specific policy.

### **Compensation**

Library Board Members are not compensated for time required to participate in the above activities.

## **Additional Information**

[Canadian Federation of Library Association Statement on Intellectual Freedom](#)

[Board information posted to Library's website](#)

[Library policies](#)

[Cut to the Chase](#) document from the Ontario Library Board's Association

[Ontario Public Libraries Act](#)

From: jenny  
Sent: Sunday, April 05, 2020 4:25 PM  
To: SPPC <sppc@london.ca>  
Cc: executive  
Subject: Hamilton Road BIA Board Member Update

Greetings,

I am writing to update the City Clerk of a recent change in our Board of Management: Cassi Mask-Wildman has voluntarily left the Hamilton Road Business Improvement Area Board as of February 2020. The Board has yet to find a replacement as the recent COVID-19 has made doing so more challenging. We will be sure to update once a replacement has been appointed.

Also, may I receive confirmation of our Board of Directors you have on file for us? I apologize to create work for you but I want to ensure another change requested earlier this year was finalized on your end.

Thank you so much for finding some time to help us out and I hope you're staying healthy + well.

Jenny de Miranda  
Hamilton Road BIA, Program Coordinator  
596 Hamilton Road, Unit B  
N5Z1S6

From: jenny  
Sent: Monday, March 02, 2020 10:58 AM  
To: csc <csc@london.ca>  
Cc: Rick Pinheiro; Jackie Stephens; Cassi Mask; Dave Broostad

Subject: Hamilton Road BIA Board Member Update

To whom it may concern,

On behalf of the Hamilton Road Business Improvement Area Board of Management, we would like to inform you that Raphael Metron has stepped down as a Board Director, officially as of July 2019.

In replacement, the Board of Directors has officially approved Chantal Watier as the latest Member of our Board, as of February 2020.

Please do send us confirmation of the information outlined above.

Thank you and warm regards,

Jenny de Miranda  
Program Coordinator  
Hamilton Road Business Improvement Area (BIA)  
432 Hamilton Rd, London, ON, N5Z1R9