

# Strategic Priorities and Policy Committee Report

2nd Meeting of the Strategic Priorities and Policy Committee - BUDGET  
December 10, 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. Pelozza, A. Kayabaga, S. Hillier

**ALSO PRESENT:** Z. Nsair, M. Ribera, C. Saunders, M. Schulthess, B. Westlake-Power  
Remote Attendance: L. Livingstone, A.L. Barbon, G. Barrett, B. Card, M. Butlin, I. Collins, J. Davies, K. Dickins, M. Galczynski, G. Kotsifas, M. Liu, A. Macpherson, D. MacRae, S. Mathers, J.P. McGonigle, K. Murray, K. Scherr, E. Skalski, C. Smith, B. Somers, S. Stafford, J. Stanford, J. Taylor, B. Warner  
The meeting is called to order at 9:32 AM; it being noted that the following Members were in remote attendance: Mayor E. Holder, Councillors M. van Holst, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga and S. Hillier.

## 1. Disclosures of Pecuniary Interest

Councillor S. Turner discloses a pecuniary interest in matters associated with the funding for the Middlesex London Health Unit (MLHU), by indicating that the MLHU is his employer. Councillor S. Turner further discloses a pecuniary interest in matters associated with children's services, specifically with funding for EarlyON, by indicating that his spouse is employed by Childreach.

Councillor P. Van Meerbergen discloses a pecuniary interest in matters associated with childcare, by indicating that his spouse operates a daycare business.

Councillor J. Helmer discloses a pecuniary interest in the golf operating budget, by indicating that his father is an employee of the National Golf Course Owners Association, and the City is a member of the Association.

## 2. Consent

None.

## 3. Scheduled Items

### 3.1 2021 Budget Overview Presentation

That it BE NOTED that the 2021 Budget Overview presentation from the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer was received.

## 4. Items for Direction

### 4.1 Review of Budget Amendments (2021 to 2023 totals: rounded to the closest \$1,000)

That the following actions be taken with respect to the 2021 Annual Budget Update:

a) Case #1 - RBC Place London - Promissory Note Forgiveness - Operating Expenditure (\$72,000); Net Levy \$0, BE APPROVED;

b) Case #2 - RBC Place - Revised Capital Plan - Capital Expenditure

\$166,000; Net Levy \$0, BE APPROVED;

c) Case #3 - Recycling and Composting - Repair of Material Recovery Facility Fire Suppressant System - Capital Expenditure \$800,000; Net Levy \$0, BE APPROVED;

d) Case #4 - Children's Services - Reduction in Required Investment in 2021 due to impacts of COVID-19 - Operating Expenditure (\$1,630,000); Net Levy (\$1,630,000), BE APPROVED;

e) Case #5 - Middlesex-London Health Unit - Increased Funding by the Ministry of Health in 2021 - Operating Expenditure (\$610,000); Net Levy (\$610,000), BE APPROVED;

f) Case #6 - Ontario Works - Reduction in Investment in 2021 in Connection with Impacts of COVID-19 - Operating Expenditure (\$425,000); Net Levy (\$425,000), BE APPROVED;

g) Case #7 - Corporate Services - Administrative Recoveries from Water, Wastewater and Treatment and Joint Water Boards - Operating Expenditure \$0; Net Levy (\$1,582,000), BE APPROVED;

h) Case #8 - Other Related Financing - Reduction to Corporate Contingency Budget - Operating Expenditure (\$1,900,000); Net Levy (\$1,900,000), BE APPROVED;

i) Case #9 - Parks and Recreation - Implementation of Strategic Objectives Related to Growing a Film Sector in London

i) the document entitled "London Community Ideas for Film Industry Development", as submitted by Councillors M. van Holst and P. Squire, BE REFERRED to the Civic Administration for consideration;

ii) Business Case #9 - Implementation of Strategic Objectives Related to Growing a Film Sector in London BE AMENDED to increase the annual funding allocation to \$300,000; and

iii) the above-noted amended Business Case #9 BE FURTHER AMENDED by revising the source of funding to be from the Economic Development Reserve Fund;

j) Case #10 - Revised Implementation - 60% Waste Diversion Action Plan - Operating Expenditure (\$3,750,000); Net Levy (\$3,750,000), BE APPROVED; and,

k) Case #4B - City of London Infrastructure Gap, BE AMENDED to have annual contributions as follows:

2021 - 1,000,000

2022 - 1,750,000

2023 - 2,500,000

**Motion Passed**

Voting Record:

Moved by: S. Lewis

Seconded by: E. Pelosa

That the following actions be taken with respect to the 2021 Annual Budget Update:

a) Case #1 - RBC Place London - Promissory Note Forgiveness - Operating Expenditure (\$72,000); Net Levy \$0, BE APPROVED;

b) Case #2 - RBC Place - Revised Capital Plan - Capital Expenditure \$166,000; Net Levy \$0, BE APPROVED;

f) Case #6 - Ontario Works - Reduction in Investment in 2021 in Connection with Impacts of COVID-19 - Operating Expenditure (\$425,000); Net Levy (\$425,000), BE APPROVED;

g) Case #7 - Corporate Services - Administrative Recoveries from Water, Wastewater and Treatment and Joint Water Boards - Operating Expenditure \$0; Net Levy (\$1,582,000), BE APPROVED;

h) Case #8 - Other Related Financing - Reduction to Corporate Contingency Budget - Operating Expenditure (\$1,900,000); Net Levy (\$1,900,000), BE APPROVED;

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

**Motion Passed (15 to 0)**

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

c) Case #3 - Recycling and Composting - Repair of Material Recovery Facility Fire Suppressant System - Capital Expenditure \$800,000; Net Levy \$0, BE APPROVED;

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

**Motion Passed (15 to 0)**

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

d) Case #4 - Children's Services - Reduction in Required Investment in 2021 due to impacts of COVID-19 - Operating Expenditure (\$1,630,000); Net Levy (\$1,630,000), BE APPROVED;

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

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

**Motion Passed (13 to 0)**

Moved by: M. Cassidy  
Seconded by: Mayor E. Holder

e) Case #5 - Middlesex-London Health Unit - Increased Funding by the Ministry of Health in 2021 - Operating Expenditure (\$610,000); Net Levy (\$610,000), BE APPROVED;

Yeas: (14): 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, E. Pelozza, A. Kayabaga, and S. Hillier

Recuse: (1): S. Turner

**Motion Passed (14 to 0)**

Moved by: M. van Holst

Seconded by: P. Squire

i) Case #9 - Parks and Recreation - Implementation of Strategic Objectives Related to Growing a Film Sector in London -Operating Expenditure \$600,000; Net Levy \$0, BE APPROVED;

**Amendment:**

Moved by: M. van Holst

Seconded by: P. Squire

That the following actions be taken with respect to Business Case #9:

a) the attached document entitled "London Community Ideas for Film Industry Development" BE REFERRED to the Civic Administration for consideration; and,

b) Business Case #9 (ADDED) – Parks and Recreation – Implementation of Strategic Objectives Related to Growing a Film Sector in London" BE AMENDED to increase the annual funding allocation to \$300,000

Moved by: M. van Holst

Seconded by: P. Squire

Motion to approve part a) of the amendment, as follows:

That the following actions be taken with respect to Business Case #9:

a) the attached document entitled "London Community Ideas for Film Industry Development" BE REFERRED to the Civic Administration for consideration; and,

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)**

Motion to approve part b) of the amendment as follows:

b) Business Case #9 (ADDED) – Parks and Recreation – Implementation of Strategic Objectives Related to Growing a Film Sector in London" BE AMENDED to increase the annual funding allocation to \$300,000



Yeas: (11): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, M. Cassidy, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelozo, and S. Hillier

Nays: (4): J. Helmer, A. Hopkins, S. Turner, and A. Kayabaga

**Motion Passed (11 to 4)**

Moved by: M. van Holst

Seconded by: P. Squire

Motion to approve Business Case #9, as amended.

**Amendment:**

Moved by: J. Helmer

Seconded by: S. Lewis

That Business Case #9 Parks and Recreation - Implementation of Strategic Objectives Related to Growing a Film Sector in London, as amended, BE FURTHER AMENDED to have the source of funding be the Economic Development Reserve Fund.

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

Nays: (1): A. Hopkins

**Motion Passed (14 to 1)**

Moved by: M. van Holst

Seconded by: P. Squire

Approve Business Case #9, as further amended.

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

Nays: (2): A. Hopkins, and S. Turner

**Motion Passed (13 to 2)**

Moved by: P. Squire

Seconded by: S. Lehman

That the Strategic Priorities and Policy Committee recess at this time.

**Motion Passed**

The Strategic Priorities and Policy Committee recesses at 11:45 AM and reconvenes at 11:53 AM.

Moved by: S. Lewis

Seconded by: S. Lehman

j) Case #10 - Revised Implementation - 60% Waste Diversion Action Plan - Operating Expenditure (\$3,750,000); Net Levy (\$3,750,000), BE APPROVED.

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

**Motion Passed (15 to 0)**

Moved by: M. van Holst  
Seconded by: J. Helmer

That the Strategic Priorities and Policy Committee recess at this time.

The Strategic Priorities and Policy Committee recesses at 12:50 PM and reconvenes at 1:23 PM.

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

That Business Case #4B: City of London Infrastructure Gap, BE REDUCED by \$500,000 annually, with the revised tax levy impacts to be as follows:

2021 - 1,000,000  
2022 - 1,250,000  
2023 - 1,500,000

**Amendment:**

Moved by: J. Helmer  
Seconded by: M. van Holst

That the proposed amendment to Business Case 4B BE AMENDED to have contributions as follows:

2021 - 1,000,000  
2022 - 1,750,000  
2023 - 2,500,000

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

Nays: (6): S. Lewis, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, and S. Hillier

**Motion Passed (9 to 6)**

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

Approve the revision to BC #4B, as amended.

Yeas: (14): 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, E. Pelozza, A. Kayabaga, and S. Hillier

Nays: (1): S. Turner

**Motion Passed (14 to 1)**

Moved by: P. Van Meerbergen  
Seconded by: S. Hillier

That Business Case 7B: Core Area Action Plan, BE AMENDED by reducing the annual allocation for 2021, 2022 and 2023, in the amount of \$825 K, to eliminate the 4 year Core Area Ambassador Pilot Program.

Yeas: (2): S. Lehman, and P. Van Meerbergen

Nays: (11): M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (2): Mayor E. Holder, and S. Turner

**Motion Failed (2 to 11)**

#### 4.2 Reserves and Reserve Funds Overview

Moved by: E. Pelozza

Seconded by: S. Lewis

That the recommendations for items 4.2, 4.3 and 4.4 BE APPROVED.

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

Absent: (2): Mayor E. Holder, and S. Turner

**Motion Passed (13 to 0)**

That the Reserves and Reserve Funds Overview BE RECEIVED; it being noted projections are subject to annual review and adjustment.

#### 4.3 Debt Overview

That the Debt Overview BE RECEIVED for information.

#### 4.4 Reconciliation of the Tabled Budget to Public Sector Accounting Board Budget

That the reconciliation of the tabled budget to the Public Sector Accounting Board financial statement budget BE RECEIVED for information.

Moved by: A. Hopkins

Seconded by: E. Pelozza

That the Strategic Priorities and Policy Committee recess at this time.

**Motion Passed**

The Strategic Priorities and Policy Committee recesses at 2:21 PM and reconvenes at 2:35 PM.

#### 4.3 Debt Overview

That the Debt Overview BE RECEIVED for information.

#### 4.4 Reconciliation of the Tabled Budget to Public Sector Accounting Board Budget

That the reconciliation of the tabled budget to the Public Sector Accounting Board financial statement budget BE RECEIVED for information.

#### 4.5 Operating Budget

That in accordance with section 291(4)(c) of the Municipal Act, 2001, as amended, the following actions be taken with respect to the operating budget (Appendix A):

a) Middlesex-London Health Unit

i) the revised 2021 budget for Middlesex-London Health Unit BE APPROVED in the gross amount of \$6,095,059 and net amount of \$6,095,059;

ii) the revised 2022 to 2023 budget for Middlesex-London Health Unit BE APPROVED in the gross amount of \$13,409,130 and net amount of \$13,409,130.

b) Golf

i) the revised 2021 budget for Golf BE APPROVED in the gross amount of \$3,695,630 and net amount of \$40,255;

ii) the revised 2022 to 2023 budget for Golf BE APPROVED in the gross amount of \$7,528,799 and net amount of \$132,626.

c) Children's Services

i) the revised 2021 budget for Children's Services BE APPROVED in the gross amount of \$60,972,901 and net amount of \$9,902,857;

ii) the revised 2022 to 2023 budget for Children's Services BE APPROVED in the gross amount of \$123,574,350 and net amount of \$20,073,508.

d) All Other Areas

i) the revised 2021 budget, excluding Middlesex-London Health Unit, Golf, and Children's Services BE APPROVED in the net amount of \$657,542,662 after recognizing \$8,852,749 of increased taxation from assessment growth; and 2021 gross expenditures equal to \$968,398,612;

ii) the revised 2022 to 2023 budget, excluding Middlesex-London Health Unit, Golf, and Children's Services BE APPROVED in the gross amount of \$2,015,476,425 and net amount of \$1,389,138,809;

e) Total Budget

i) it being noted that the revised total 2021 tax levy is the net amount of \$673,580,833 after recognizing \$8,852,749 of increased taxation from assessment growth; and total 2021 gross expenditures equal to \$1,039,162,202; and,

ii) it being noted that the revised total 2022 to 2023 forecasted tax levy is equal to the gross amount of \$2,159,988,704 and net amount of \$1,422,754,073.

Absent: (1): S. Turner

**Motion Passed**

Voting Record:

Moved by: J. Helmer

Seconded by: Mayor E. Holder

Motion to approve part a)

That in accordance with section 291(4)(c) of the Municipal Act, 2001, as amended, the following actions be taken with respect to the operating budget (Appendix A):

a) Middlesex-London Health Unit

i) the revised 2021 budget for Middlesex-London Health Unit BE APPROVED in the gross amount of \$6,095,059 and net amount of \$6,095,059;

ii) the revised 2022 to 2023 budget for Middlesex-London Health Unit BE APPROVED in the gross amount of \$13,409,130 and net amount of \$13,409,130.

Yeas: (14): 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, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (1): S. Turner

**Motion Passed (14 to 0)**

Moved by: A. Hopkins

Seconded by: S. Lewis

Motion to approve part b)

b) Golf

i) the revised 2021 budget for Golf BE APPROVED in the gross amount of \$3,695,630 and net amount of \$40,255;

ii) the revised 2022 to 2023 budget for Golf BE APPROVED in the gross amount of \$7,528,799 and net amount of \$132,626.

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

Nays: (1): A. Kayabaga

Recuse: (1): J. Helmer

Absent: (1): S. Turner

**Motion Passed (12 to 1)**

Moved by: S. Lehman

Seconded by: M. Cassidy

Motion to approve part c)

c) Children's Services

i) the revised 2021 budget for Children's Services BE APPROVED in the gross amount of \$60,972,901 and net amount of \$9,902,857;

ii) the revised 2022 to 2023 budget for Children's Services BE APPROVED in the gross amount of \$123,574,350 and net amount of \$20,073,508.

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

Recuse: (1): P. Van Meerbergen

Absent: (1): S. Turner

**Motion Passed (13 to 0)**

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

Motion to approve part d)

- d) All Other Areas
  - i) the revised 2021 budget, excluding Middlesex-London Health Unit, Golf, and Children's Services BE APPROVED in the net amount of \$657,542,662 after recognizing \$8,852,749 of increased taxation from assessment growth; and 2021 gross expenditures equal to \$968,398,612;
  - ii) the revised 2022 to 2023 budget, excluding Middlesex-London Health Unit, Golf, and Children's Services BE APPROVED in the gross amount of \$2,015,476,425 and net amount of \$1,389,138,809;

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

Nays: (1): P. Van Meerbergen

Absent: (1): S. Turner

**Motion Passed (13 to 1)**

Moved by: Mayor E. Holder  
Seconded by: S. Lewis

Motion to approve part e)

- e) Total Budget
  - i) it being noted that the revised total 2021 tax levy is the net amount of \$673,580,833 after recognizing \$8,852,749 of increased taxation from assessment growth; and total 2021 gross expenditures equal to \$1,039,162,202; and,
  - ii) it being noted that the revised total 2022 to 2023 forecasted tax levy is equal to the gross amount of \$2,159,988,704 and net amount of \$1,422,754,073.

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

Nays: (1): P. Van Meerbergen

Absent: (1): S. Turner

**Motion Passed (13 to 1)**

4.6 Capital Budget

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

That, in accordance with section 291(4)(c) of the Municipal Act 2001, as amended, the following actions be taken with respect to the capital budget (Appendix B), it being noted the 2021, 2022 and 2023 budget figures reflect the exclusion of the Master Accommodation Plan as approved via the "Master Accommodation Plan Update and Procurement Process" report (SPPC, Nov 17, 2020, Agenda Item 2.1) approved at the Council meeting on November 24, 2020:

- a) the amended 2021 capital budget BE READOPTED in the amount of \$228,419,000.
- b) the amended 2022 capital budget BE READOPTED in the amount of \$290,668,000.
- c) the amended 2023 capital budget BE READOPTED in the amount of \$392,039,000.
- d) the amended 2024-2029 capital forecast BE APPROVED in principle the amount of \$1,546,794,000.

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

Nays: (1): P. Van Meerbergen

Absent: (1): S. Turner

**Motion Passed (13 to 1)**

4.7 By-laws regarding Tax Levy, Operating and Capital Budgets

Moved by: Mayor E. Holder

Seconded by: E. Pelozza

That the Civic Administration BE DIRECTED to bring forward any necessary by-laws regarding tax levy, the operating and capital budgets for introduction at Municipal Council.

Yeas: (14): 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, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (1): S. Turner

**Motion Passed (14 to 0)**

4.8 Water and Wastewater and Treatment Services

Moved by: S. Lewis

Seconded by: J. Helmer

That in accordance with section 291(4)(c) of the *Municipal Act, 2001*, as amended, the following actions be taken with respect to the 2021 to 2023 operating budgets and 2021 to 2023 capital budgets and associated forecasts for Water and Wastewater and Treatment Services:

- a) the 2021 to 2023 operating budget for Water Services BE READOPTED in the amount of \$271,713,000;
- b) the 2021 to 2023 capital budget for Water Services BE READOPTED in the amount of \$157,289,000;
- c) the 2024 to 2029 capital forecast for Water Services BE APPROVED in principle in the amount of \$278,507,000;

it being noted that all rates and charges related to the provision of Water Services were increased by 2.5% effective January 1, 2020, as approved by Council on November 26, 2019, and will be increased 2.5% effective January 1 each year for 2021 to 2023 as approved by Council on October 27, 2020;

d) the 2021 to 2023 operating budget for Wastewater and Treatment Services BE READOPTED in the amount of \$341,149,000;

e) the 2021 to 2023 capital budget for Wastewater and Treatment Services BE READOPTED in the amount of \$280,300,000; and

f) the 2024 to 2029 capital forecast for Wastewater and Treatment Services BE APPROVED in principle in the amount of \$599,818,000;

it being noted that all rates and charges relating to the provision of Wastewater and Treatment Services were increased by 2.5% effective January 1, 2020, as approved by Council on November 26, 2019, and will be increased 2.5% effective January 1, 2021, 2.7% effective July 1, 2021, and 2.5% effective January 1 each year for 2022 and 2023 as approved by Council on October 27, 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. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

4.9 Water and Wastewater and Treatment Reserves & Reserve Funds

Moved by: J. Helmer

Seconded by: Mayor E. Holder

That the following 2020 to 2023 Multi-Year Budget overviews BE RECEIVED for information:

a) Reserves/Reserve Funds Overview - Water; and,

b) Reserves/Reserve Funds Overview - Wastewater and Treatment.

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)**

4.10 Reconciliation of the Tabled Water Budgets to Public Sector Accounting Board Budget

Moved by: S. Lewis

Seconded by: A. Hopkins

That the reconciliation of the tabled budgets to the Public Sector Accounting Board financial statement budget BE RECEIVED for information.

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**

5.1 (ADDED) Additional Budget Submissions



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

That the following communications BE RECEIVED with respect to the 2021 Budget update:

a communication dated December 7, 2020 from the Accessibility Advisory Committee;  
a communication dated December 6, 2020 from Shawna Lewkowicz, President, Urban League of London;  
a communication dated December 7, 2020 from Kirk Jarrett, Animal Coordinator and Film Service Provider;  
a communication dated December 7, 2020 from Joan Martin; and  
a communication dated December 8, 2020 from Dan Axford.

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)**

## 5.2 Update Re: London Police Service

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

Following up on Municipal Council's resolution on 16 June 2020, The London Police Services Board BE REQUESTED to update Municipal Council on how it has responded and is responding to the issues raised during the Black Lives Matter protest; it being noted that London Police Services Board reduced its multi-year budget request in 2019 by a total of \$1,362,960 over the four year period and supported the deferral of three additional 2020 assessment growth positions to 2021, the funding for which was re-allocated by Municipal Council to homelessness prevention in June 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. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

## 6. Adjournment

The meeting adjourned at 3:18 PM.



**2020-2023  
MULTI-YEAR  
BUDGET  
City of London**

**2021 Budget Deliberations**

**Introduction**

**December 10, 2020**

## Recap – 2021 Operating Budget Amendments (\$000's)

#	Description	2021 Tax Levy Impact	2022 Tax Levy Impact	2023 Tax Levy Impact	Total 2021-23 Levy Impact
1	RBC Place London – Promissory Note Forgiveness	-	-	-	-
4	Children's Services – Expansion Funding Deferral	(\$1,630)	-	-	(\$1,630)
5	Middlesex-London Health Unit – Increased Ministry of Health Funding	(\$610)	-	-	(\$610)
6	Ontario Works – Reduction in Investment in 2021 due to COVID-19 Impacts	(\$425)	-	-	(\$425)
7	Corporate Services – Administrative Recoveries from Water, Wastewater, Joint Water Boards	(\$403)	(\$578)	(\$601)	(\$1,582)
8	Financial Management – Reduction to Corporate Contingency Budget	(\$500)	(\$700)	(\$700)	(\$1,900)

## Recap – 2021 Capital Budget Amendments (\$000's)

#	Description	2021 Capital Plan Impact	2022 Capital Plan Impact	2023 Capital Plan Impact	Total 2021-23 Capital Impact
2	RBC Place London – Revised Capital Plan	(\$85)	\$251	-	\$166
	Funding source – RBC Place London Renewal Reserve Fund.				
3	Recycling & Composting – Repair of Material Recovery Facility Fire Suppression System	\$800	-	-	\$800
	Funding source – MRF Renewal Reserve Fund.				

NOTE: These capital budget amendments do not have a tax levy impact.

## “Added” 2021 Operating Budget Amendments (\$000’s)

#	Description	2021 Tax Levy Impact	2022 Tax Levy Impact	2023 Tax Levy Impact	Total 2021-23 Levy Impact
9	Screen-Based Industry Strategy	-	-	-	-
	<p>At the Council meeting on November 10<sup>th</sup>, Council endorsed the preparation of a budget amendment to support implementation of the Film and Multi-Media Strategy as per the report to the Community &amp; Protective Services Committee on November 3<sup>rd</sup>. This budget amendment proposes temporary funding of \$200,000 per year for 2021, 2022 and 2023 from the Community Investment Reserve Fund, allowing Council to assess the success of this strategy and consider whether permanent funding should be allocated to support this initiative through the 2024-2027 Multi-Year Budget process.</p>				
10	60% Waste Diversion Action Plan Revised Implementation Timeline	(\$2,300)	(\$1,450)	-	-
	<p>At the Council meeting on November 24<sup>th</sup>, Council approved an updated implementation schedule for the 60% Waste Diversion Action Plan as a result of delays caused by COVID-19. This updated implementation schedule results in revised funding requirements to implement the plan, which are being adjusted through this budget amendment.</p>				

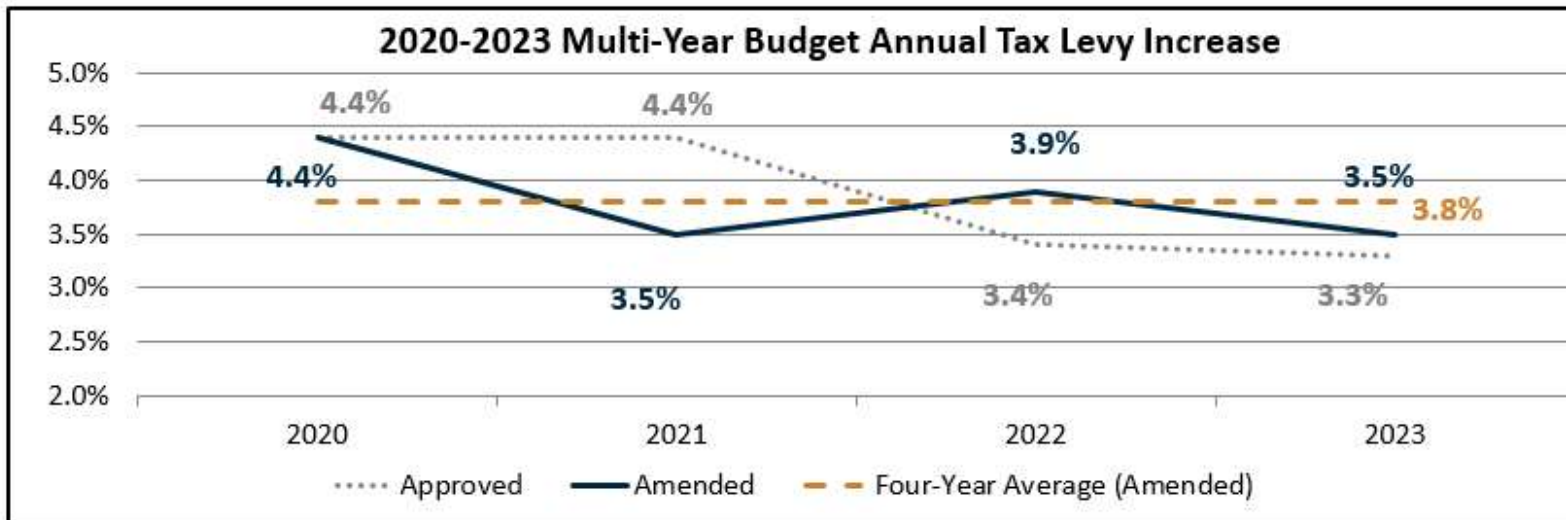
# Summary of the Proposed 2021 Budget Update – with “Added” Budget Amendments

2020-2023 Multi-Year Budget					Average Annual %	Avg. Annual Property Owner Impact <sup>1</sup>
	2020	2021	2022	2023		
Approved % Increase from Rates <sup>2</sup>	4.4%	4.4%	3.4%	3.3%	3.8%	<b>116</b>
Approved Net Budget (Tax Levy)	642,901	671,095	693,747	716,331		
Budget Amendments (Total Net Request)		(5,867)	(2,728)	(1,301)		
<b>Amended Net Budget (Tax Levy)</b>	<b>642,901</b>	<b>665,228</b>	<b>691,019</b>	<b>715,030</b>		
Incremental Net Increase / (Decrease)		(5,867)	3,139	1,427		
<b>Amended % Increase From Rates</b>	<b>4.4%</b>	<b>3.5%</b>	<b>3.9%</b>	<b>3.5%</b>	<b>3.8%</b>	<b>114</b>

Subject to rounding

1) Average residential property with an assessed value of \$241,000 in 2019 (excludes Education tax portion, not withstanding impacts of tax policy).

2) Previously approved rates are recalculated taking into account assessment growth impact in each year of annual update of the Multi-Year Budget period.



# Process for Budget Deliberations

- **Property Tax Supported Budget:**
  - Review Budget Amendments #1 to #10
  - Consider any further budget changes if desired (see next slide)
  - “Housekeeping” recommendations:
    - Reserves & Reserve Funds Overview
    - Debt Overview
    - Reconciliation of Tabled Budget to PSAB Budget
  - Readopt 2021 tax levy & 2022-23 forecasted tax levy
  - Readopt capital budgets for 2021-23 & approve amended capital forecast
  - Approve direction to bring forward necessary by-laws
- **Water and Wastewater & Treatment Budgets:**
  - Re-adopt 2021-23 operating & capital budgets and approve capital forecast
  - Housekeeping recommendations:
    - Reserves & Reserve Funds Overview
    - Reconciliation of Tabled Budget to PSAB Budget

# Process for Further Reductions in 2021 Budget Update (Appendix H)

## Step 1:

Review and approve any budget reductions proposed by Civic Administration

## Step 2:

Review approved "For Consideration" 2020-2023 Additional Investment Business Cases that have a tax levy impact

## Step 3:

Review approved "Administratively Prioritized" 2020-2023 Additional Investment Business Cases that have a tax levy impact

## Step 4:

Review approved "Provincial Impacts" for potential re-consideration

## Step 5:

If Council wishes to make further reductions, direction should be provided regarding the specific area(s) to be reviewed.





## Public Engagement Activities (Completed & Scheduled as of Nov. 27<sup>th</sup>)

- Implemented social media campaign
- Utilized digital advertising, radio advertising on three local stations & advertising in local publications (in multiple languages)
- Digital newsletters – City of London e-newsletter; BIA newsletters
- Distributed budget handout through Ontario Works cheque mail-outs
- All budget materials posted on [london.ca/budget](http://london.ca/budget) & [GetInvolved.London.ca](http://GetInvolved.London.ca); copies at all open library branches
- Public Participation Meeting – December 7<sup>th</sup>
- Support for virtual Councillors' ward meetings
- Provided materials to support Councillors' engagement activities as requested
- Presentation to Environmental & Ecological Planning Advisory Committee (EEPAC)
- Discussions with community groups, including:
  - Women & Politics
  - London Environmental Network
  - Urban League



# 2020-2023 MULTI-YEAR BUDGET

City of London



**LondonCanada**



**#Cityoflondonont**



**@CityofLdnOnt #LdnBudget**



**budget@london.ca**



**getinvolved.london.ca**

# 2021 Annual Budget Update

## Budget Amendment # 9 (Added) - Parks and Recreation - Implementation of Strategic Objectives Related to Growing a Film Sector in London

Strategic Area of Focus:	Growing our Economy
Strategy:	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy
Budget Amendment Type:	New Council Direction
Description:	Funding to support the implementation of strategic objectives related to growing a film sector in London
Service(s):	Parks and Recreation
Lead:	Scott Stafford, Managing Director, Parks and Recreation

Budget Amendment Tax Levy Impact (\$ Thousands)	2020	2021	2022	2023	2020 to 2023 Total
Annual Net Tax Levy Impact	N/A	\$0	\$0	\$0	\$0
Annual Net Incremental Tax Levy Impact	N/A	\$0	\$0	\$0	\$0
Estimated Tax Levy Impact %	N/A	0.00%	0.00%	0.00%	0.00% Average
Estimated Rate Payer Impact \$ <sup>1</sup>	N/A	\$0.00	\$0.00	\$0.00	\$0.00 Average

Subject to rounding.

1) Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of tax policy).

## Funding to support the implementation of strategic objectives related to growing a film sector in London

### What is the reason for the budget amendment?

Funding will be utilized to support the strategic objectives as outlined in the report to the Community and Protective Services Committee dated November 3, 2020. The five overarching strategic objectives include, funding and advocacy, marketing and promotion, attraction, growth and retention, and workforce development.

#### Operating Budget Table (\$ Thousands)

Film and Multi-Media Strategy	2020	2021	2022	2023	2020 to 2023 Total	2024 to 2029 Total
Budget	\$75	\$0	\$0	\$0	\$75	\$0
Cumulative Amendment <sup>1</sup>	N/A	\$200	\$200	\$200	\$600	\$0
Amended Budget	\$75	\$200	\$200	\$200	\$675	\$0

Subject to rounding.

Note 1 – The proposed funding source for this budget amendment is the Community Investment Reserve Fund.

#### Staffing Impact Table

Staffing Summary - Changes	2020	2021	2022	2023
# of Full-Time Employees Impacted	N/A	0.0	0.0	0.0
# of Full-Time Equivalents Impacted	N/A	1.0	1.0	1.0
Cost of Full-Time Equivalents (\$ Thousands)	N/A	\$100	\$100	\$100

Subject to rounding.

### Additional Details

Film and multi-media is recognized as an economic driver for the cultural sector, bringing direct employment opportunities to communities through industry specific jobs in the cultural sector. Film and multi-media also creates compound spending through spinoff industries in the hospitality and service sectors (restaurants, hotels, retail, caterers, transportation, and stylists) and contribute to a community's brand, vibrancy and quality of life.

Ontario is home to Canada's largest film, multi-media and television sector. These industries include many components at all stages of audiovisual content production and the delivery value chain. Film, multi-media and TV production in Ontario is mainly made up of small to medium sized companies, and has shown considerable growth in recent years.

On November 10, 2020, City Council resolved that Civic Administration *be directed* to submit a business case as part of the 2021 Annual Budget Update process to support the implementation of the Film and Multi-Media strategic objectives (funding and advocacy, marketing and promotion, attraction, growth and retention, and workforce development). This budget amendment proposes temporary funding for 2021, 2022 and 2023, allowing Council to assess the success of this strategy and consider whether permanent funding should be allocated to support this initiative through the 2024-2027 Multi-Year Budget process.

Civic administration will work with community partners to support implementation as some partners already have positive organizational alignment with the objectives.

For additional information regarding London's Film and Multi-Media Strategy, please refer to the November 3, 2020 report to the Community and Protective Services Committee: [London's Film and Multi-Media Strategy Update Report](#) or <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=75735>



London  
CANADA

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

November 30, 2020

Mayor and Members of the Strategic Priorities and Policy Committee

Re: Business Case #9 (ADDED) – Parks and Recreation – Implementation of Strategic Objectives Related to Growing a Film Sector in London

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We want to thank Scott Stafford and Jon-Paul McGonigle for pushing through with a business case for the film sector despite the pressures of COVID. We would also acknowledge our film community for their extensive input and passionate engagement as manifest in the attached document, “London Community Ideas for Film Industry Development”.

The Civic Administration has proposed a conservative and viable budget on par with the music office. However, given the promise of this venture and the timely opportunity it presents, we would support the film community’s original summertime request for \$300,000 per year.

We ask that you support the following additional motions:

That the following actions be taken with respect to the film sector strategy:

- a) the attached document entitled “London Community Ideas for Film Industry Development” BE REFERRED to the Civic Administration for consideration; and,
- b) Business Case #9 (ADDED) – Parks and Recreation – Implementation of Strategic Objectives Related to Growing a Film Sector in London” BE AMENDED to increase the annual funding allocation to \$300,000.

Respectfully submitted,

Michael van Holst  
Councillor Ward 1

Phil Squire  
Councillor Ward 6



# London Community Ideas for Film Industry Development





# Acknowledgements



## **Rob Carver, Associate Dean, School of Contemporary Media, Fanshawe College**

Let me thank the city for working with the film community to adopt and adapt to its aspirations. One fruit of this initiative will be exciting new career possibilities for many passionate and creative local students. My personal thanks for the great insights provided by former Toronto film commissioner Michele Alosinac, producer/writer/director Peter Moss, music video legend Justin Francis, and Canadian television producer Jim Corston. They helped us build a plan that will work for London.

## **Dorothy Downs - Forest City Film Festival Executive Director**

This document is the result of a few years of gathering information from industry players across this province through informal group and individual discussions. The people consulted include local success stories as well as people in the film industry in Toronto who are friendly to the idea of seeding the industry in London for all of Southwestern Ontario. Without exception, all recommended the establishment of a film office as the foundational element to open this industry to London. This is the start of a clear path to success, and our film festival is ready to celebrate that success as it grows over the coming years.



## **Michael van Holst - Ward 1 City Councillor**

I want to thank city council for supporting this initiative from the beginning. My gratitude goes out to Rob Carver for bringing in experts from outside of London to help consult. And let me warmly acknowledge the many community members who contributed their time, experience and enthusiasm to the creation of this plan. I look forward to the many creative and economic successes that result.



## **Contributing Community Members**

Daniel Abboud (camera operator), Kristina Esposito (producer), Romy Goulem (professor/filmmaker), Geoff Hart (writer/producer), Carson Haight (First AD), Lyndon Horsefall (Director/Equipment Rentals), Kirk Jarrett (producer/animal coordinator), Lesa Kirk (talent agent), Melisa Millet (animal trainer), Jordan Morris (writer/producer/director/actor), Edward Platero (director/producer), Ted Raimi (actor/writer/producer), Greg Sager (writer/director/producer), Ryan Schroeyens (music production, equipment rentals) Craig Thompson(director/producer), Daniel Turres (director/producer), Anthony Veilleux (makeup/props)



# Executive Summary

Years of consultation with local film industry professionals and experts from outside the region have coalesced into this eight-fold vision for industry development. The film community hopes that this distillation will be of value to city staff and London's future film representative in creating jobs, fostering economic growth, and achieving the strategic vision of the city. City council is presented with this version of the document to provide additional community context in their decision to pursue a film industry, noting that some appendices were omitted for brevity.

## 1. Hire a Film Officer

Establishing and resourcing a film office is the keystone of the plan to attract production to the city. Without it, industry development is not expected.

## 2. Attract the Attainable

Substantial job creation and economic growth will occur even if the more attainable mid-budget production market is our focus.

## 3. Take a Team Approach

The film strategy becomes quickly viable if we coordinate the activities of existing partners such as the LEDC, Tourism London, our film festival, Western, Fanshawe, OIART, and government supporters.

## 4. Be the Best for Logistics

We can gain repeat business with a reputation that production is easier to accomplish in London.

## 5. Promote the Region

London has a stronger offering if the team approach is extended to our regional neighbours.

## 6. Develop our Workforce

Training and mentorship provides experience which, in turn, attract more production greater economic benefits.

## 7. Be Agile

Flexibility is necessity for entering the market and building a reputation

## 8. Advocate

Additional regional incentives are crucial for success.

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# STRATEGIES



# 1. Hire a Film Officer

We recognize that London's film officer is the focal point for the development and growth of this industry throughout the region. Regular production and an expanding workforce can't be achieved without the visible commitment and point of contact that this office and its leadership provides.

We rely on our film officer to:

**Be the liaison between producers and departments at the city**

**Act as a knowledgeable ambassador and a resource for London**

**Contact and encourage production companies to visit our region**

**Maintain our database of talent and locations**

**Coordinate many moving pieces with numerous partners**

**Grow and promote our film support services**

**Advocate on our behalf for tax incentives**

**Liaise with our educational institutions**

**Foster the growth of our workforce**

**Engage the community in this expanding industry**

**Guide the development of our evolving film strategy**

## Winning Ideas

### **Hire an officer with years of industry experience**

A person with expertise, connections and credibility will give us an edge in attracting production and provide essential guidance to the city in evolving the strategy.

### **Budget generously for travel**

For the film officer to be effective, travel is not a perk but a competitive necessity. We must be present when the decision-makers gather at festivals and industry events.

### **Financial incentives that 100% return to the city**

Bridge loans guaranteed by provincial tax credits are powerful incentives, but they return to our pool of resources. Grants are just as attractive when all the funds must go to London employees or business. Either allow the city to require economic impact data.

## 2. Attract the Attainable

Attracting blockbuster movies is not necessary for London to experience significant job creation and abundant economic growth in this industry.

A city the size of London can have a thriving film industry shooting:

Mid-budget feature films

Television

Music videos

Commercials

Streaming Video on Demand

### Education and Post-Production

The two bookends to this creative sector are our training facilities and existing post-production houses. As productions increase in London, growth in these two industries can also become more attainable.

### Winning Ideas

#### Market to Advertising Companies

Ad firms often decide where commercials are shot, and since London provides attractive conveniences, these companies should be made aware.

#### Attract Post Production

Through digital communications, post-production facilities service productions all over the world, and their presence is also an incentive to shoot in London and access their service locally.

#### Create a “Filming in London” Video

A video showing the advantages of filming in the London region will help attract our target market. Production companies have already agreed to assist with this project.

#### Prearrange sponsorships

Organize product placement opportunities into a catalogue to save producers work.



# 3. Take a team approach

The London Film Office is not in it alone. The generous partners and supports we have available are the keys to our success.

## City Of London

Permitting, policy development, funding, advocacy, public engagement, police services (road closures), fire services (pyrotechnics), special requests.

## LEDC

International outreach, marketing support, executive tours, private location contracts

## Tourism London

Hotel and catering packages, venue access, promotion,

## Educational Institutions

Graduates, labour, resources, support, crew, actors, composers

## I.A.T.S.E. Local 105

Crew, training, standards

## SOFA (Southwestern Ontario Film Alliance)

Advocacy for tax incentives, training opportunities, regional marketing

## Forest City Film Festival

Premiers, training, community engagement

## Neighbouring Communities

Locations, talent, experience, studio space

## Ontario Creates/ Film Ontario

Location Bank, promotion, granting

## Canadian Consul General in Los Angeles

Analytics, introductions, guidance

## Winning Idea

### Stratford Festival

Advertise access to the Stratford Festival's costume rental warehouse, high profile talent base, crew, workshops and locations.

# 4. Be the Best for Logistics

Logistics is a big challenge for every production and there are many ways that London can facilitate. Better logistics makes a production easier, faster, and less expensive.

## **A Dedicated Film Officer**

We provide assistance with location scouting, recruitment, and connection to support services.

## **A Make-it-Happen Municipality**

Our goal is to facilitate production, not police it. We are here to assist with troubleshooting.

## **The Perfect size**

London has everything that can be found in a bigger city, including an abundance of hotels, restaurants and caterers, but our size makes everything more accessible.

## **A Chameleonscape**

London can be shot to look like many other places with urban, suburban and rural districts right within our city limits. Heritage districts preserve distinct periods, and there are over 500 parks.

## **Big Ticket Items**

Locations difficult to book in larger municipalities, like an airport for instance, are more available for shooting in London.

## **A Fresh New Look**

Every location in London is new because production hasn't happened here.

## **A Traffic Holiday with Abundant Parking**

Traffic flows smoothly in London and the silver lining to our abundance of downtown surface parking is that it fills the demand for the film industry with little inconvenience to our residents.

## **Four-Legged Friends**

There is no need to import film animals or their trainers because London is home to the Ultimutt franchise.

## **Winning Idea**

### **Have a Package**

Determine most of what a movie will need and have those services organized, packaged and ready to go on short notice, including post-production.

# 5. Promote the Region

London's strategic vision is to be *"A leader in commerce, culture, and innovation - our region's connection to the World."* By including the surrounding communities in our film industry strategy, London's vision is fully and much more powerfully attained.

## Credibility from Past and Present Successes

London's surrounding communities have already blazed the trail for this industry with productions like *SEE*, *Locke and Key*, *Murdoch Mysteries*, and *Shape of Water*. Collectively this has established a degree of credibility for the region.

## Location, Location, Location

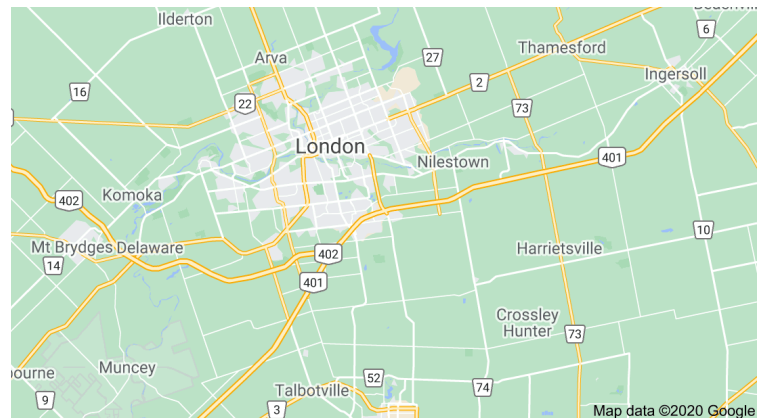
Port Stanley, Strathroy, Lucan, and Woodstock are communities that circumscribe a short 30-minute drive from London. In an hour one can reach Chatham, Sarnia, Grand Bend, Stratford, Brantford and Port Burwell and 2 of the 5 Great Lakes. Teaming up with the region gives us many more locations to offer prospective producers.

## Centralized Job Creation

Servicing a larger region will create greater demand for support services, like equipment rentals and catering. London is the likely home to these new jobs because it is centrally located.

## Group Advocacy

As a region, we have more strength advocating for tax incentives, beyond the existing regional tax bonus.



## Winning Ideas

### Have a Regional Database

We have a much larger offering when we incorporate regional partners into our database of locations, cast, crew, and supports.

### Keyword Searches

We increase the chance that producers will find what they want if our database is sortable by keywords. For instance, locations might be sortable by era and decade, from pioneer to the most modern, or how they resemble sites in certain US cities.



# 6. Develop our Workforce

Every production in London is a chance for local talent to gain experience, and experienced talent increases our chance to attract productions. We have many opportunities to enhance this positive feedback loop.

## Engaging and Retaining Students

Our training institutions, Fanshawe, OIART, Western, and others are excited to begin collaborating with a London film Office to provide practical opportunities for their students. The best way to expand our workforce is to retain these students by growing the film industry.

## Conduct Classes

One beauty of the film industry is that many people can begin to function effectively on and offset with a modest amount of training. This training can be provided by the film office.

## Negotiate Mentoring

Using incentives to attract productions allows us to negotiate training opportunities for aspiring local professionals.

## Host Regional Training

SOFA, the Southwestern Ontario Film Association, has a focus on training and London is the perfect central host for such events. With nominal instruction, our tradespeople will be able to adapt their skill base to the specifics of film production under the direction of industry leaders. We also are able to host our own training events.

## Collaborate with Existing London Partners

There are numerous opportunities for the film office to help develop talent by collaborating with groups like the Forest City Film Festival and Wordfest. Sponsoring awards would be one way.

## Winning Idea

### Get Londoners Writing

Homegrown starts with a good story, and these can become plentiful if we have a screen-writer in residence program combined with instruction, weekly meet-ups and assistance with competition entry fees.

# 7. Be Agile

Film is not a bureaucratic or predictable industry. Like the theory of agile software development, its focus is on people interacting to solve problems and create. Agility is not only required but will be seen as an asset.

## Finding the Right Home

Film offices can run as part of a municipal bureaucracy, a Mayor's office, an economic development office or corporation or as separate non-profit. Finding a permanent home for the film office is not a decision that needs to be made right away.

## Have a Minimum Viable Product

A film office in London represents the minimum required to attract regular production to the area. With enough funding to function and be flexible, that product will develop into the nucleus of a new industry.

## Experience as our Guide

The strategy and the industry will grow in an organic way. By hiring a seasoned industry professional as our initial film officer, we gain a leader who can avoid pitfalls, recognize and capitalize on opportunities and guide us toward a competitive offering.

## Incremental Growth

There is no need to waste time preparing for every eventuality when we can rely on the film officer to bring in productions that will incrementally build London's capacity.

## Communication is Key

Short daily communications between the city the film officer are expected during times when productions are taking place. This makes us more adaptable, which is a key to return business.

## Expect the Unexpected

Our film office will plan extensively for productions, but our ability to deal with novel requests positively in a timely way will make us a region that the industry will want to return to.

## Winning Ideas

### Covid Supports

Provide documentation on the relative safety of our region and have a set of COVID 19 protocols and supports ready to implement for production companies.

### New Niches

London may achieve a position of demand by capitalizing on new technologies or promoting a unique position such as *The best place to film your first movie*.

# 8. Advocate

Additional regional economic or tax incentives are necessary for London is to transition from distant-location to film-production-centre. This film strategy helps build a strong case for these investments from higher levels of government.

## London's Largest Challenge

London is far enough from the GTA that their crews cannot commute here on a daily basis. The extra cost to house them is the major factor preventing the industry from hold in the area. Initially, this can be overcome with additional tax incentives or programs like those in the North.

## Successes in the North

The Northern Ontario Heritage Funding Corporation has proven that industries can be built in remote locations and that the investments have a substantial rate of return. This is the basis of advocacy for the London region.

## Extend the Team Approach to Advocacy

Every stakeholder that would benefit from increased regional film production should be brought on as a partner in advocating for additional tax credits.

## Mayors of Southwestern Ontario

The Mayors of Southwestern Ontario caucus is now pursuing advocacy for this industry. Armed with London's film strategy, their efforts will be more effective.

## SOFA

The Southwestern Ontario Film Association has established advocacy for tax incentives as one of its primary missions.

## Winning Ideas

### Stress Industry Growth

The province knows that global and national growth in this industry is ready to be exploited.

### Good Timing

By adopting a strategy now, everything will be in place to advocate for these incentives in the next provincial budget, which will have COVID economic recovery as a focus.

### Municipal Investment

Provincial funders invest more confidently when municipalities are also invested. London's active role in pursuing the film industry for the region will be one of the strongest arguments for the crucial economic incentives that will go far beyond our modest investment.



# APPENDICES





# Appendix A - Economic Impact

## Economic Impacts of Film-making on a Community, The Numbers

September 21, 2020.

### Introduction

London, Ontario has a great deal to offer the international film industry. There are locations that have not yet been seen on camera, a variety of story-looks within the city and without, a wide range of services that can be leveraged to make the job of any film project go smoothly and other factors that are too numerous to mention. But what does the film industry have to offer London?

The purpose of this report is to tease out these details in the form of the economic impact productions have on communities. This report looks at case studies of productions made in municipalities outside of the major production centres of Toronto, Montreal and Vancouver, and that are comparable to London and its surrounding region in terms of size and population. The aim is also to distill these numbers to observe a quantifiable economic effect of filming in a community such as London.

### Economic Activity Generated by Film Production (by location)

**Table 1** on the following page is a listing of ten projects shot across Canada (outside of the major production centres) showing the amount of total expenditures for each production and the resulting economic activity in communities where they shot. **Table 1** lists details in the following categories:

- **Total Expenditure (TE)** – is all monies spent by a film production while in the community.
- **Total Economic Output (TEO)** – is the Total Expenditure plus all downstream economic activity that results in the community (such as monies spent by crew in the community).
- **Gross Domestic Product (GDP)** – the “value-added” to the economy (the unduplicated total value of goods and services).
- **Jobs Created** – the number of jobs created or supported (in full-time equivalents or FTEs). One FTE is equivalent to one person-year of employment.
- **Local Businesses Engaged** – the unduplicated count of businesses engaged in each of the municipalities visited by a production.

**Table 1:**

Name / Type of Production (if series, # of seasons and episodes)	Location(s)	Total Expenditure (\$million)	Total Economic Output (\$million)	GDP (\$million)	Jobs Created (FTE)	Local Businesses Engaged	Remarks
Heartland Series 10 seasons 175 Eps	High River, AB	\$278.5 (\$27.9/yr)	\$469.1 (\$46.9/yr)	\$351 (\$35.1/yr)	4545 (455/yr)	1741	Season 9 Direct Expenditures: <ul style="list-style-type: none"> <li>\$18.3M for salaries and per diem.</li> <li>\$10.4M spent directly on goods and services</li> </ul> Municipal tax revenue that year: \$700,000
Frontier Series 3 Seasons 18 Eps	St. John's & Western Nfld	\$63.4 (\$21.1/yr)	\$106 (\$35.3/yr)	\$82.1 (\$27.4/yr)	888 (296/yr)	348	Season 1 Direct Expenditures: <ul style="list-style-type: none"> <li>\$13.1M for salaries and per diem.</li> <li>\$8.0M spent directly on goods and services</li> </ul> Municipal tax revenue avg: \$600,000
Wynonna Earp Series 4 Seasons 49 Eps	Calgary, High River, Didsbury, Kananaskis,AB	\$96.3 (\$24.1/yr)	\$166.7 (\$41.7/yr)	\$126.1 (\$31.5)	931 (233/yr)	1057	Season 3 Direct Expenditures: <ul style="list-style-type: none"> <li>\$8.3M for salaries and per diem.</li> <li>\$7.6M spent directly on goods and services</li> </ul> Municipal tax revenue that year: \$333, 997
Mohawk Girls Series 5 Seasons 33 Eps	Kahnawà:ke Mohawk Territory, PQ	\$23.6 (\$4.7/yr)	\$43.1 (\$8.6/yr)	\$29.8 (\$6.0/yr)	430 (86/yr)	332	Season 3 Direct Expenditures: <ul style="list-style-type: none"> <li>\$2.6M for salaries and per diem.</li> <li>\$1.7M spent directly on goods and services</li> </ul> Municipal tax revenue that year: \$100,000
Channel Zero Series 2 seasons - 12 Eps	Winnipeg + 39 other MB communities	\$14.9 (\$7.5/yr)	\$21.2 (\$10.6/yr)	\$16.8 (\$8.4)	306 (153/yr)	645	Yearly Expenditures for Seasons 1-2: <ul style="list-style-type: none"> <li>\$4.95M for salaries and per diem.</li> <li>\$2.5M spent directly on goods and services</li> </ul>
Eyewitness Limited Series 1 season - 10 Eps	Parry Sound, ON and area	\$28.7	\$46.4	\$32.0	436	337	Direct Expenditures: <ul style="list-style-type: none"> <li>\$10.1M for salaries and per diem.</li> <li>\$18.6M spent directly on goods and services</li> </ul>
Indian Horse Feature Film	Sudbury and Peterborough, ON	\$8.6	\$15.3	\$10.2	126	328	Only 33 Shooting Days
Born to be Blue	Sudbury, ON	\$4.2	\$9.5	\$6.7	101	160	Direct Expenditures: <ul style="list-style-type: none"> <li>\$2.9M for salaries and per diem.</li> <li>\$1.3M spent directly on goods and services</li> </ul> Municipal tax revenue: \$200,000
Pyewacket	Sault Ste. Marie, ON	\$2.8	\$5.4	\$3.7	47	59	Direct Expenditures: <ul style="list-style-type: none"> <li>\$1.4M for salaries and per diem.</li> <li>\$1.4M spent directly on goods and services</li> </ul> Municipal tax revenue: \$200,000
Maudie Feature Film	St. John's, NL	\$5.4	\$9.0	\$6.4	76	297	Direct Expenditures: <ul style="list-style-type: none"> <li>\$2.5M for salaries and per diem.</li> <li>\$2.6M spent directly on goods and services</li> </ul> Municipal tax revenue: \$160,000

\*As Provided by reports written by MNP Accounting, commissioned by the Canadian Media Producers Association (CMPA)

## Economic Impact per \$million Expenditure and per Project or Season of a Series

**Table 2** shows a distillation of the data found in **Table 1**. It gives an indication of what a municipality might expect in terms of economic effect per million dollars of expenditure as a result of film / TV production in the area. Based on these data, it appears evident that there is a substantial economic impact in terms of financial productivity in a municipality where film production is based. For example, it would be conceivable that the productions that a city like London might attract in the short term would be shows with budgets up to \$5 million. A show with a \$5 million would generate \$8.45 million in economic output and \$6.3 million in GDP. That does not include the amount of money spent directly on goods and services by the production alone, which averages \$6.59 million per film project / season of a series.

Total Expenditure Over 29 project-years (\$million)	Total Economic Output Per \$million Expenditure	GDP Per \$million Expenditure	Jobs Created (FTE*) Per project or Series season	Remarks
\$526.4	\$1.70	\$1.26	272	<p># of project-years = each season of all series' in <a href="#">table 1</a> (25) + each film project (4) = 29 project years</p> <p>Direct Expenditures:</p> <ul style="list-style-type: none"> <li>\$7.84M per film project or season of a series, spent on salaries and per diem</li> <li>\$6.59M per film project or season of a series, spent directly on goods and services</li> </ul>

Aside from the monies spent directly on goods and services by a production, the amount of payroll and per diem spent in these municipalities should also be considered. Often, crew members on productions outside of the major production centres like Toronto, Montreal, or Vancouver need to be brought in and housed. Per project or series season, an average of \$7.84 million is spent on salaries and per diem for crew and production staff. Much of this is spent by the individual filmmakers, directly in the community where they are staying and working.



## Production Monies Remaining in Ontario

**Table 3**, produced by Ontario Creates, illustrates the amount of money that remains in Ontario as a result of film and TV production. This would include the money that is spent directly by productions, but not the money that is spent by the workers on those productions which would surely push those averages higher.

**Table 3**



**ONTARIO  
CREATES** | **ONTARIO  
CRÉATIF**

175 Bloor Street East  
South Tower, Suite 501  
Toronto, ON M4W 3R8  
ontariocreates.ca

Ontario Film and Television Production 2017 - 2019

By Format (Production \$ = millions of dollars)	2019 as at Dec. 31, 2019		2018 as at Dec. 31, 2018		2017 as at Dec. 31, 2017	
	Number of Projects	Production \$ left in Ontario	Number of Projects	Production \$ left in Ontario	Number of Projects	Production \$ left in Ontario
<b>Domestic</b>						
Feature Film	58	144.0	50	132.1	38	80.6
Television Series <sup>1</sup>	117	815.7	118	645.2	120	622.7
Television Movies, Mini-series, Specials, Pilots <sup>2</sup>	86	85.1	62	69.9	76	69.6
<b>Total Domestic</b>	<b>261</b>	<b>1,044.8</b>	<b>230</b>	<b>847.2</b>	<b>234</b>	<b>772.9</b>
<b>Foreign</b>						
Feature Film	11	46.1	30	231.8	23	121.9
Television Series <sup>1</sup>	49	946.9	43	715.9	53	653.3
Television Movies, Mini-series, Specials, Pilots <sup>2</sup>	22	127.1	21	95.6	13	46.3
<b>Total Foreign</b>	<b>82</b>	<b>1,120.1</b>	<b>94</b>	<b>1,043.2</b>	<b>89</b>	<b>821.6</b>
<b>TOTAL</b>	<b>343</b>	<b>2,164.9</b>	<b>324</b>	<b>1,890.4</b>	<b>323</b>	<b>1,594.5</b>

As we can see, the number of productions in Ontario from 2017 to 2019 has not risen much, but the amount of money remaining in Ontario municipalities is growing, best illustrated in **table 4**. This would indicate that value of those productions is climbing steadily as illustrated not only in the aggregate figures but also in the average per production (table 4) which has seen an increase of \$1.38 million per production from 2017-2019 inclusive.



**Table 4: Average Production Monies Remaining in Ontario per Production**

Year	Avg production monies left in Ontario per project
2019	\$6.31 million
2018	\$5.83 million
2017	\$4.93 million

**Table 5: Effect Per \$100,000 Dollars of NOHFC Funding (i.e.: multiplier effect)**

Production Title	Location	GDP	FTE's	Remarks
Indian Horse	Sudbury	\$800,000	10	
Pyewacket	Sault Ste Marie	\$800,000	10	
Born to be Blue	Sudbury	\$1,349,000	20.1	\$164,000 municipal & provincial tax revenue
Eyewitness	Parry Sound	\$742,000	9	
<b>AVERAGES</b>		<b>\$922,750</b>	<b>13.3</b>	

**Other Considerations:**

The global covid19 pandemic caused productions to cease back in March. Though sets around the world fell silent, writing for shows already in production and others yet to start filming had continued unabated, leaving a huge backlog of content needing to be produced. This will have the effect of increasing the number of productions that will be shooting in Ontario, especially those outside of the main production centres where production services and facilities will be booked to capacity.

**Regional Funding Model:**

Four productions listed in this study have had access to funding from the Northern Ontario Heritage Funding Corporation (NOHFC). See Table 5. Each dollar of NOHFC funding has produced \$14.28 of Economic Output and \$9.83 of GDP. For every \$100,000 of funding, 13.33 FTE jobs were created. Perhaps southwestern Ontario would benefit in a similar way if there was a funding program like that of the NOHFC.

**Conclusions:**

The film industry in Ontario is strong and getting stronger. The value of productions is on the rise, and it is evident that the economic activity in municipalities where film/TV production happens activity impacts these municipalities by creating jobs, generating tax revenues and leaves a great deal of money in the community.

# Appendix B - Milestones

## FILM OFFICE

- Film officer hired
- First policy committee meeting
- Film strategy finalized
- First film community town hall
- Policy guide completed
- Marketing plan completed
- Pitch package prepared
- First screenwriter-in-residence selected
- Locations database online
- Crew, cast and support services database online
- Website launched
- Promotional video completed
- First film scheduled through the office
- First festival attended by film officer
- First course delivered
- 100 locations visited by film officer
- 1st Panel appearance at FCFF
- First report to city council
- 1st economic impact study completed

## FILMS

**Budget:**  >\$500k  >\$1M  >\$2.5 M  >\$5M  >\$10M

**Cumulative Production Value:**  \$1M  \$5M  \$10 M  \$25 M  \$50 M  \$100 M

**Genre:**  Action  Adventure  Comedy  Crime  Christmas  Documentary  Drama  
 Fantasy  Historical  Horror  Musical  Mystery  Romance  Sci-Fi

## TV

1st TV episode  1st TV series  1st TV series in studio  1st Commercial  1st Music Video

## MISCELLANEOUS

- New economic or tax incentive for region
- New studio opens in area



# 2021 Annual Budget Update

## Budget Amendment #10 (Added) - Revised Implementation (BC#1) – 60% Waste Diversion Action Plan

Strategic Area of Focus: Building a Sustainable City

Strategy: Work with residents and organizations to implement the 60% Waste Diversion Action Plan Update

Budget Amendment Type: New Council Direction

Description: Adjustment to 60% Waste Diversion Action Plan funding due to revised implementation timeline

Service(s): Recycling & Composting

Lead: Kelly Scherr, Managing Director, Environmental and Engineering Services & City Engineer

Budget Amendment Tax Levy Impact (\$ Thousands)	2020	2021	2022	2023	2020 to 2023 Total
Annual Net Tax Levy Impact	N/A	-\$2,300	-\$1,450	\$0	-\$3,750
Annual Net Incremental Tax Levy Impact	N/A	-\$2,300	\$850	\$1,450	\$0
Estimated Tax Levy Impact %	N/A	-0.36%	0.13%	0.21%	-0.01% Average
Estimated Rate Payer Impact \$ <sup>1</sup>	N/A	-\$11.08	-\$6.92	\$0	-\$4.50 Average

Subject to rounding.

1) Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of tax policy).

## 60% Waste Diversion Action Plan Revision

### What is the reason for the budget amendment?

The budget for the 60% Waste Diversion Action Plan (WDAP) multi-year implementation was approved as part of the 2020-2023 Multi-Year Budget on March 2, 2020. Shortly after this date, the COVID-19 emergency was declared provincially on March 17, 2020, and locally March 20, 2020. Among many items and actions, this included a reallocation of corporate priorities, work activities, employee disruptions and impacts, financial challenges, community engagement restrictions, hiring freeze, etc. As a result, the majority of the 60% Waste Diversion Action Plan actions items were placed on hold to ensure that essential services were operated in a safe manner following all rules from the Provincial Government and subsequent direction from public health officials, Council and the City's Senior Leadership Team. Pandemic impacts have delayed projects and programs within the 60% WDAP by six months and potentially as long as eighteen months for projects that require equipment (e.g., new collection vehicles).

Operating Budget Table (\$ Thousands)

60% Waste Diversion Action Plan Revision	2020	2021	2022	2023	2020 to 2023 Total	2024 to 2029 Total
Budget	\$700	\$3,900	\$6,500	\$6,500	\$17,600	\$24,000
Cumulative Amendment	N/A	-\$2,300	-\$1,450	\$0	-\$3,750	\$0
Amended Budget	\$700	\$1,600	\$5,050	\$6,500	\$13,850	\$24,000

Subject to rounding.

Staffing Impact Table

Staffing Summary - Changes	2020	2021	2022	2023
# of Full-Time Employees Impacted	N/A	0.0	0.0	0.0
# of Full-Time Equivalents Impacted	N/A	1.0	1.0	1.0
Cost of Full-Time Equivalents (\$ Thousands)	N/A	\$120	\$120	\$120

Subject to rounding.

## Additional Details

Business Case #1 – 60% Waste Diversion Action Plan was approved by Municipal Council on March 2, 2020. All portions of the Business Case and supporting documentation remains unchanged with one exception. The transition of the Blue Box program to industry responsibility is much more likely now since the Province released a draft Blue Box Regulation on October 19, 2020. It is out for a 45 day review period (until December 3, 2020). The final regulation is expected at the end of 2020 or early in 2021. This will result in additional work activities in a shorter time period. This has been addressed through the reallocation of approved budget within the 60% Waste Diversion Action Plan.

Regarding recycling transition, there will be challenging and complex processes that will require additional technical consulting and contract staff resources (no permanent staff) in 2021, 2022 and possibly 2023, as noted in the staffing table above. Work will be required with industry negotiations, materials recovery facility (MRF) management, community readiness, transition requirements and reporting. For example, a review of the City-owned MRF will require an analysis of options such as i) revise operations, ii) lease, iii) sell, iv) operating partnership, or v) re-purpose.

A comprehensive report was submitted to the Civic Works Committee on November 17, 2020 which includes a revised timetable for the 21 actions in the Plan. The revised timetable has resulted in the adjustment of expenditures by year in 2020, 2021 and 2022. This is reflected in this budget amendment. At the appropriate time, key performance indicators associated with the Action Plan will be required to be pushed back one year. This would occur at the next Progress Report update for Council's Strategic Plan.

It is worth noting that the current commitment of Council, as part of the Environmental Assessment for the Expansion of the W12A Landfill process, to have programs in place and reach 60% waste diversion by the end of 2022 will only partially occur. The programs will be in place; however the delay in starting the programs may impact the actual diversion that will occur by the end of 2022. We do not anticipate any issues with Ministry of the Environment, Conservation & Parks (MECP) staff as they are aware of London's situation (and other municipalities) and are also working through these challenging times under different working circumstances.

### **What are the Risks of Not Making this Adjustment?**

The risks of not proceeding are the same as the original Business Case #1 (2020 – 2023 Multi-Year Budget):

- Very unlikely that the MECP will approve the expansion of the W12A Landfill if the City does not demonstrate its willingness to achieve higher diversion levels through the Green Bin and other initiatives. This would also be reneging on a "commitment" made as part of the Terms of Reference for the Environmental Assessment for the W12A Landfill expansion.
- The Province has indicated that all municipalities of a certain size must reduce/recover 70% of food waste and organics by 2025.
- For many, a loss of public trust as residents expect the City to increase waste diversion and implement the Green Bin Program.

- For some/many, a loss of public trust as residents expect the City to take action on the declared climate emergency.
- The City's existing investment in the Waste Diversion Action Plan process for London would not be built upon in the same manner.
- Strategic Plan and the London Plan vision and direction will be more difficult to meet.

**Other Information to Refer to?**

Civic Works Committee, November 17, 2020, Updates – 60% Waste Diversion Action Plan Including Green Bin Program

Civic Works Committee, November 17, 2020, Community Engagement on Green Bin Program Design

Civic Works Committee, November 17, 2020, CommNet's on Environmental Registry of Ontario (ERO): Proposed Blue Box Regulation

Strategic Priorities and Policy Committee, September 22, 2020, 2020 Mid-Year Operating Budget Monitoring Report & COVID-19 Financial Impacts

Civic Works Committee, September 22, 2020, 2<sup>nd</sup> Report of the Waste Management Working Group

Civic Works Committee, May 26, 2020, Response to the Association of Municipalities of Ontario (AMO) Regarding Transition Process

Dec. 7, 2020: The Accessibility Advisory Committee has reviewed the 2021 City of London Budget Update and has no issues with the amendments. However, we would like to reiterate our concerns about the lack of funding towards accessibility, the risks it may pose, and the ableist structures it helps to perpetuate.

Please note that I have been authorized to speak on behalf of the committee, as per its Nov. 26, 2020 meeting. We endorsed a motion that would see members provide me, as Chair, with its feedback, and offered me the authority (and privilege) of drafting this letter on its behalf.

We would like to strongly state that our initial statement regarding the multi-year budget plan was one of tepid acquiescence, not any sort of endorsement. As we said when we stood before you, understanding that there were significant fiscal restrictions in place -- and this was pre-pandemic -- please don't make things worse. That's hardly a ringing endorsement. When our budget expectations are focused not on improvement or equity, but rather not making an already untenable situation worse, that should speak to the state in which our community resides.

Our City presents significant barriers to people with disabilities. Accessible transit is still woefully underfunded, there are significant access barriers (whether it's snow removal or lack of accessible paths) throughout the city, and despite all the talk about diversity and inclusion throughout the city, one lens is always excluded from these reviews.

With that in mind, I encourage you to reframe your thinking about accessibility. Instead of thinking about "How do we promote accessibility?" I would you like to reframe that statement into "How do we reduce ableism?" Accessibility is a nice word. But it's a term that allows you to justify passing things over. We would like to reframe the conversation into one that's harder to ignore. Accessibility measures combat the root issue: ableism. And we would like ableism to take its rightful place at the core of the City's inclusion and diversity lens.

The community that we represent has been systemically prevented from having equitable access to the community around us. And this continues to this day: when you allow communities to exempt themselves from simple things like having sidewalks, that is continuing an ableist structure.

We believe that there are significant risks to the City. Should someone come forward with a claim of inequitable treatment under AODA, we believe it would be challenging to dismiss those without merit. As well, the goal of AODA is for a fully accessible province by 2025. London is far from that and will not reach that goal without any sort of investment. The multi-year budget plan only serves to kick that can down the road -- but that road is coming to an end.

So, yes. We have no issues with the budget update at this time. But that does not mean we believe the initial budget is adequate. We hope that ableism becomes part of the suite of lenses through which you view all council decisions and proposals. We hope that reframing accessibility towards what it is -- anti-ableist remediation -- will see the City embrace the cause



in the same vigorous manner that it has with anti-BIPOC racism and anti-LGBTQ+ discrimination measures.

We are not asking for different or special. We are asking for this City to be a community that affords all of its citizens equitable access to all parts of the community. When you endorse measures or tacitly support ongoing systemic structures that preclude members from fully participating in that community you are, in effect, choosing which citizens are allowed to be full citizens and which others must stay on the outside looking in.

That's not the London I know; nor is it the London we want to be. So I ask you to move beyond rhetoric for the sake of rhetoric; I ask you to move beyond performative solidarity when it comes to accessibility. Instead, I implore you to take tangible action against ableism and help London reach the AODA goal of universal accessibility by 2025. At some point, that requires more than just an investment of words. It requires funding, resources, and effort.

Thank you for considering my statement.

Jay Ménard  
Chair  
Accessibility Advisory Committee

December 6<sup>th</sup>, 2020

Mayor E. Holder and Council:

The Urban League of London is requesting Council consider adding a second Public Participation Meeting for December 11<sup>th</sup>. As Council discusses the budget, it is important residents have another chance to weigh in and speak to what possible decisions Council is considering before final approval of the budget.

At first glance, the budget seems relatively straight forward but when Council discusses the budget is when residents, organizations and businesses start to see where Council's priorities are situated. That discussion happens after the initial PPM, so as we have in previous years, we are asking if a second one can be added to give residents a chance to weigh in again, based on those discussions. We've had feedback from other organizations that this would be helpful.

Council's support for resident engagement in budget and other decisions is appreciated and necessary. The best decisions happen with input and engagement from those impacted by those decisions.

Thank you for considering.

Regards,

Shawna Lewkowitz  
President, Urban League of London

**Kirk Jarrett Productions Inc.**  
Animal Coordination & Training Services  
416-910-0496  
kjheadspace@gmail.com



December 07/2020

Attention to the Southwestern Ontario Region Film Office - re Budget - applicable to the amendment from Councillor Squire and Michael van Holst.

As a working film profession across Ontario I have find myself evolving my companies efforts into many regions in Southwestern Ontario.

London, St. Thomas and Sparta Ontario, Kirk Jarrett Productions employees many different companies and private services to facilitate a healthy film business in and around Toronto and Hamilton.

Kirk Jarrett Productions Inc not only hires 80% of all his Animal Actors and Trainers from this region.

Kirk Jarrett Productions Inc also injects money into the applicable communities stated. My companies business is really starting to get the traction required to attract film related clients to take a good look at the Southwestern regions of Ontario as possible as a destination to film related projects for a Global marketplace.

I as a working filmmaker I support any and all efforts to bring a positive light to the Southwest Region as a destination for filmmakers from around the World to come to our local communities to film there projects.

This awareness needs to be complimented with finical resources to stimulate the conversation, to bring producers to our local communities and get promotional packages to those who matter. Word of mouth does not work. Hard facts of the communities willingness to assist with stimulates from local hotels and services will be necessary to be competitive with other regions in Ontario.

All of this takes resources to identify, package and promote.  
Time and money is required to bring potential clients to our beautiful regions.

The Future of the Southwest Film Industry is worth investing into - I do & I am

I look forward to being apart of helping the Southwestern Ontario communities grow into destination tourism through the the lens of camera.

Thank you,

Kirk Jarrett  
Animal Coordinator & Film Service Provider  
416-910-0496  
[kjheadspace@gmail.com](mailto:kjheadspace@gmail.com)  
<https://www.kirkjarrettproductions.com>  
<https://www.ontarioanimalactors.com>

# COUNCILLORS' OFFICE

Name (Please Print Clearly):

JOAN MARTIN

~ December 7/20

Email Address:

Mailing Address (Including postal code):

YORK

034



Phone Number:

Concerns, Comments, Feedback:

(Please use the back of the page should you require more space)

The Lethargy of the Broken system has with Covid~~is~~ proven to the public it needs attention to action of all levels of government!  
It's like L.T.C. of London passengers call it - "Long Time Coming." A lot of money has been wasted:- Transit - Engineering - police - hydro - without any accountability of businesses.  
Why should councillors get paid 5 foot to sit on committees when you have said "you CANNOT TELL THEM WHAT TO DO?" Do you not represent the people??  
So the advocates have to spend years trying??  
Without compensation other than insults from politicians. LIKE A TRUMPISM = EGO? Downfalls HAVE HAPPENED BEFORE AND ARE ONCE AGAIN. HEALTH NATURALLY SHOULD BECOME LONDONS TOP PRIORITY!

I give my Councillor (Councillor \_\_\_\_\_) consent to disclose my personal contact information to: City of London Staff, designated agency, board, or commission, or alternative government representative in order to investigate the concerns I have outlined above.



WHEN THE GOV. APPROVES: "NO SMOKING".  
THEN O.K.'S. "TAKING" - WHEN WE HAVE <sup>(NO CONSEQUENCES)</sup>  
EXCESS DRUGS AND MENTAL ILLNESS???

London as the "Drug Capital" of Canada  
should be real proud. Its taken over  
from Vancouver. When a 14 yr old does drugs  
the brain doesn't develop therefore creating  
no maturity of the brain. In well read as  
well as being well versed. I have gotten  
ten people clean in 3 months. I'm a  
health NUT and it concerns me with  
the lack of self-discipline people have.

Council your visual example is the  
downfall of "Downtown" - "it will never come up."  
Thru ignoring and ignorance how are you  
going to change? I'm suggesting stop  
wasting tax dollars on supporting drugs:-

- ① Have them take counselling in nutrition/  
life skills
- ② AAA = penalties for drunk driving/drug.  
(NONE FOR) AMBULANCE 5 people + NALOXONE  
OXICODONES/FENTICRYSTAL/ETC.

# COUNCILLORS' OFFICE

Dec. 7/20

Name (Please Print Clearly):

JOAN MARTIN

Email Address:

Mailing Address (Including postal code):

Phone Number:

## Concerns, Comments, Feedback:

(Please use the back of the page should you require more space)

\* STOP SPENDING MONEY ON: - ① ENABLING DRUGS #6488  
② SHOOT UP CLINICS ③ EMERGENCY AMB. = UP TO 5 PEOPLE = \$-?  
③ NAHAYALOE \$150KIT ④ NO CONSEQUENCES - THEY ARE SAUED TO  
DO IT OVER AGAIN/AGAIN. - ENFORCE COORDINATING.

\* BUILDING NEW BLDGS FOR PROFIT OF LM HOUSING =  
UTILIZE THE MANY MANY EMPTY BUILDINGS. DOWN-  
REFURBISH COSTS LESS. PLAN TERRITORY WELL - TOWN.

\* POLICE SERVICES WAGES KEEP GOING UP 2 RAISES IN 1 YR?  
TRAINING IN MENTAL ILLNESS PLUS ATTITUDE NECESSARY?  
CAR FLEETS SEEM EXCESSIVE. WHY REWARD BAD BEHAVIOR?  
THEY ARE LAID OFF WITH PAY FOR YEARS ???

\* STREETS - UNNECESSARY OVERPLAY OF STREET CONSTRUCTION  
FOR YEARS. \$\$ INVESTED

TRAINING FOR MORE HEALTH CARE WORKERS - TO UNDER-  
STAND NUTRITION THAT ENABLES HEALTHIER LIVING.

I give my Councillor (Councillor \_\_\_\_\_) consent to disclose my personal contact information to:  
City of London Staff, designated agency, board, or commission, or alternative government representative in order to  
investigate the concerns I have outlined above.

“Defund the Police” has been a rallying cry of some activist groups recently and surprisingly several politicians have bought into the rhetoric which should concern all citizens.

Across Canada, the last 30 years has seen dramatic cuts by government to institutionalized care for marginalized people and those requiring mental health care, especially long-term health care. While the population of Ontario has increased from under 10 million to over 14.5 million (46% increase) between 1990-2020, the capacity for the care of those in need of psychological and psychiatric care has decreased significantly especially for those requiring any longer-term care. Health care is a **provincial and federal responsibility**. Remember this fact.

Thirty years ago, it was rare for police to deal with people in mental health crisis, and when the police were called there were facilities available for police to quickly transport the person for treatment and likely admission. Sadly, as the higher levels of government have cut care capacity of health care, especially mental health care capacity the number of available facilities/beds to treat these people has decreased; the number of people reaching crisis has increased; the number of people with mental health issues needing affordable housing has increased; the number of people living on the street with mental health issues has increased, and the availability of community support for these people has decreased. It would be fair to say that as this care capacity has decreased not only has the incidence of crisis increased, so has the level of crisis among these people has increased before triggering the 911 call for assistance.

Over those 30 years of decreasing care capacity police have become the default 24/7/365 social agency to respond to all mental health crises in our communities. Today, as much as 70-80% of front-line police response can be associated with mental health crisis calls. It is no surprise then that in a society where care capacity has decreased, crisis levels have increased and the call for assistance is not to health care institutions, but to police, there will be the rare incident that could have tragic outcomes.

No one wants this outcome. No police officer wants to be involved in a situation where a person in need of care, but is so deep in crisis, that force must be used to try to protect other members of the public or themselves. However, everyday in every community in this province this situation occurs. Thankfully, in over 99% of those situations police are able to deescalate the situation safely and attempt to get the person into the healthcare system.

Having stated all the above you may think I am supporting the defund concept.

I am not, and would argue strongly in favour of increased funding to police. In 2020 the ratio of police officers to 100,000 citizens in Canada is at its lowest level since 2001(Stats Canada) and is almost the lowest ratio globally. Further, violent crime is increasing. Most police agencies are stretched to their limits with officers simply responding to calls for service (which are heavily backlogged) with virtually no ability to do proactive police work (crime prevention).



The Defund movement wants police budgets reduced and that money used to deal with other social issues. Reducing police budgets is dangerous. Over 90% of a police budget is entirely the cost of people. This makes sense because only people can deliver the service of protection, crime prevention and security. Reducing municipal police budgets has immediate local impacts on staffing and service levels. However, rebuilding the social safety nets being asked for by the Defund movement will take years and are the responsibility of the federal and provincial governments.

Instead of demanding that municipalities defund the police, all citizens should be demanding the federal and provincial governments properly fund and structure our health care system. The journey to the present has been long and gradual. There is little argument the capacity of our health care system and social services must be improved, but to suggest the pathway there is through police budget cuts is simply dangerous.

In closing I do not support a reduction to the police budget that is based on unverified ideology and frankly would never achieve the things that the movement is seeking. In fact, I believe there is adequate study and research that would demonstrate reducing police budgets has the exact opposite effect especially in disadvantaged and marginalized areas of the community. Further I could never support any politician at any level that would support these proposed reductions which are not based in evidence of any kind.

Sincerely

Dan Axford  
Ward 8 resident