

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

9th Meeting of the Strategic Priorities and Policy Committee

June 7, 2022, 4:00 PM

Council Chambers

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Members

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## Report to Strategic Priorities & Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Anna Lisa Barbon, Deputy City Manager, Finance Supports  
**Subject:** Development Charge Planning Horizon Policy Review  
**Date:** June 7, 2022

### Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, a 15-year planning horizon **BE ENDORSED** as part of the preparation and completion of the development charges 'soft service' master plans and 2025 Development Charges Background Study, it being noted that a 20-year planning horizon will be maintained for 'hard service' components.

### Executive Summary

The purpose of this report is to provide Council with background information regarding a development charge (DC) policy review of the planning horizon, which is the forward-looking time period for which DCs are calculated. The City has been collecting DCs for certain services ('soft services') over a 10-year period since the Development Charges Act (DCA) previously restricted the collection of 'soft services' to a maximum of 10 years.

As part of Bill 108 (More Homes More Choice Act, 2019) and subsequent legislation, the planning horizon limit of 10-years for 'soft services' has been eliminated. With the planning horizon limit removed, Staff are recommending that the planning horizon for 'soft services' be increased to a 15-year DC collection period.

### Linkage to the Corporate Strategic Plan

This report supports the 2019-2023 Strategic Plan for the City of London through the Building a Sustainable City strategic area of focus by ensuring infrastructure is built to support future development.

### Analysis

#### 1.0 Background Information

##### 1.1 Background and Analysis

###### What is a Development Charges Planning Horizon?

DCs are fees collected to help pay for the cost of growth capital infrastructure required to provide municipal services to new development, such as roads, transit, water distribution, wastewater, community centres, fire and police facilities. In order for a municipality to collect DCs, a DC Background Study and By-law are required. The DC Background Study establishes the anticipated growth across the City, the infrastructure required to support the growing City and ultimately the DC rates.

Establishing the DC planning horizon is critical because it sets the forward-looking time period for which DCs are calculated. The growth forecasts and required capital infrastructure needs are directly influenced by the planning horizon established by the municipality.

## Why is the Development Charges Planning Horizon Being Reviewed?

The City has historically set a planning horizon for which DCs are calculated over a 10-year period for 'soft services' and a 20-year period for 'hard services' (Exhibit 1).

*Exhibit 1 – Current DC Planning Horizon*



Previously, the DCA set a limit for certain services ('soft services') to a maximum of 10-years, while there was no limit for all remaining services. With the enactment of Bill 108 (More Homes, More Choices Act) and subsequent legislation, the planning horizon limit of 10-years has been removed. This change provides municipalities with greater discretion for establishing a planning horizon that best meets its needs.

## What Options Were Considered?

As a result of the legislative changes, the following options outlining the benefits and risks of the planning horizon for soft service components for implementation in the 2025 DC Study is presented below:

### **Option 1: Maintain 10-Year Soft Service Planning Horizon**

#### Benefits

- ✓ Maintaining the 10-year planning horizon will result in no changes for soft service providers. No additional training or changes to processes for the collection of future capital needs are required.
- ✓ The shorter the planning horizon, the more accurate the estimates.

#### Risks

- x A DC Study with a 10-year planning horizon results in the City's capital budget not containing growth capital projects in the period between DC Studies. This issue arises since the DC Study contains growth infrastructure needs over a fixed 10-year period, whereas the City's capital budget reflects capital needs over a 10-year rolling period.
- x A 10-year planning horizon results in a shorter window for recovery of growth infrastructure projects versus a longer planning horizon. A shorter planning horizon may result in greater variances in DC rates from DC Study to DC Study since any significant capital needs outside of the 10-year period would not be captured.

### **Option 2: Extend Planning Horizon To 15 Years**

#### Benefits

- ✓ A 15-year planning horizon would result in the DC Study containing an additional 5-years of growth infrastructure needs. Since the City's capital budget reflects



capital needs over a 10-year rolling period, a 15-year DC Study would ensure that the City's capital budget always reflects growth capital needs.

- ✓ Better aligns with "hard services" planning horizon, which extends over a longer period of time
- ✓ Developers would have greater 'certainty' for when growth infrastructure is timed in the DC Study, since an additional 5 years of growth infrastructure needs would be captured. This may assist with their long-term planning.
- ✓ The DC Study may capture significant growth infrastructure needs in the 11 - 15 year period. A longer planning horizon would help 'smooth' DC rates from one DC Study to the next.

#### Risks

- x Moving to a 15-year planning horizon would require soft service providers to forecast their capital needs over a longer period of time. This may require additional training or changes to processes for the collection of future capital needs.
- x A longer planning horizon may result in reduced certainty of infrastructure needs for projects identified later in the recovery period, while being off-set by the inclusion of additional growth-related infrastructure.

### **Option 3: Extend Planning Horizon To 20 Years**

#### Benefits

- ✓ A 20-year planning horizon would result in the DC Study containing an additional 10-years of growth infrastructure needs. Since the City's capital budget reflects capital needs over a 10-year rolling period, a 20-year DC Study would ensure that the City's capital budget always reflects growth capital needs.
- ✓ Developers would have even greater 'certainty' for when growth infrastructure is timed in the DC Study, since an additional 10 years of growth infrastructure needs would be captured. This may assist with their long-term planning.
- ✓ The DC Study may capture significant growth infrastructure needs in the 11 - 20 year period. A even longer planning horizon would help 'smooth' DC rates from one DC Study to the next.
- ✓ A 20-year planning horizon for soft services would harmonize the planning horizon with hard services.

#### Risks

- x Moving to a 20-year planning horizon would require soft service providers to forecast their capital needs over an even longer period of time. This may require additional training or changes to processes for the collection of future capital needs.
- x An even longer planning horizon may result in reduced certainty of infrastructure needs for projects identified later in the recovery period, while being off-set by the inclusion of additional growth-related infrastructure.

#### What is the Recommended Approach for the 2025 Development Charges Study?

It is recommended to proceed with a 15-year planning horizon for soft services in the 2025 DC Study. Since a DC Study is conducted at least every 5-years and the City presents a rolling 10-year capital budget, a 15-year planning horizon would ensure that the City's capital budget always reflects growth infrastructure needs. Moving to a 15-year planning horizon would require a longer-term view for soft service providers. This policy approach may require additional training and changes to processes for soft service providers, however staff are confident this can be achieved. While a 20-year planning horizon would harmonize the approach for both hard and soft services, many soft service providers indicated that doubling the planning horizon to forecast future infrastructure needs for an additional 10 years beyond the current practice would be challenging.

## 1.2 Stakeholder Consultation

The DC External Stakeholder Committee meets regularly with staff to discuss matters related to the 2025 DC Study. The Committee is composed of representatives from the Urban League of London, London Development Institute, London Home Builders' Association, and the London and District Construction Association.

Members of the Committee indicated that they are supportive of moving to a 15-year planning horizon for soft services, however some members were cautious of the potential financial impacts to DC rates as a result of the change. Staff advised the Committee that the DC rate impacts will not be known until preliminary rate modelling is complete. At that time staff will discuss the impacts to the DC rates, if any, with the Committee.

## 3.0 Financial Impact/Considerations

There are no direct financial expenditures associated with this report at this time, however the impact to DC rates resulting from this policy change will not be known until the 2025 DC rate models have been updated.

## Conclusion

As a result of the legislative changes that have removed the 'cap' for the planning horizon, municipalities now have greater discretion for establishing a planning horizon that better suits its needs. After further review, analysis and consultation with the DC External Stakeholder Committee, it is recommended that a 15-year planning horizon for soft services be implemented as part of the 2025 DC Study.

**Prepared by:** Jason Senese, CPA, CGA, MBA  
Manager, Development Finance

**Submitted by:** Paul Yeoman, RPP, PLE  
Director, Capital Assets and Projects

**Recommended by:** Anna Lisa Barbon, CPA, CGA  
Deputy City Manager, Finance Supports

## Report to Strategic Priorities & Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Anna Lisa Barbon, Deputy City Manager, Finance Supports  
**Subject:** Development Charge Stormwater Management Land  
Payment Trigger Policy Review  
**Date:** June 7, 2022

### Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the development charge stormwater management land payment trigger threshold for future stormwater management land acquisition **BE DISCONTINUED** effective July 31, 2022, it being noted that payment will now occur at the time of agreement execution.

### Executive Summary

The purpose of this report is to provide Council with an update on a review conducted by staff on the Development Charge (DC) Stormwater Management (SWM) Land Payment Trigger policy. Currently, land required for the construction of a SWM facility is initially transferred to the City at no cost when the land acquisition agreement is registered. Once 25% of the building permits associated with the development have been issued within the storm catchment area, repayment of the SWM land costs are made to the Owner of the development.

The SWM land payment trigger was established at a time when the Urban Works Reserve Fund (UWRF) was experiencing financial pressures along with accelerated timing of many SWM facility projects. The UWRF has been retired and the health of the City Service Reserve Fund (CSRF) is stable. As a result, it has been determined that the SWM land payment trigger threshold is no longer required.

### Linkage to the Corporate Strategic Plan

This report supports the 2019-2023 Strategic Plan for the City of London through the Building a Sustainable City strategic area of focus by ensuring infrastructure is built to support future development.

### Analysis

#### 1.0 Background Information

##### 1.1 Previous Reports Related to this Matter

July 29, 2013 – Strategic Priorities and Policy Committee – Development Charges Policy Review: Major Policies Covering Report

May 13, 2013 – Strategic Priorities and Policy Committee – Development Charges Policy Review UWRF Framework & Timing of DC Payment – SWM Component

##### 1.2 Background and Review

On May 13, 2013, a report was brought forward to the Strategic Priorities and Policy Committee (SPPC) with proposed changes to various DC policies. This included policy changes to the UWRF framework and timing of DC payment for the SWM component to the Owner of the development. This report was referred back to Administration to engage in further dialogue with DC Stakeholders.

After several months of extensive DC Stakeholder conversations, Administration brought forward an updated report to the SPPC on July 29, 2013. The report outlined a number of DC policy matters where consensus was achieved with the DC Stakeholders. Included in the report were new processes for Design and Construction of SWM facilities, including the establishment of a SWM land payment trigger (timing of when reimbursement for the land cost to the owner occurs). The scope and balance of this report is limited to the DC SWM land payment trigger policy review.

### Current SWM Land Payment Process

SWM facilities that are identified as a growth need and that are contained in the DC Background Study are eligible for DC funding. Construction of these projects are typically led by the City with ownership being retained by the City. However, the placement of these facilities is usually on developable lands owned by Developers.

The current framework for land required to construct SWM facilities necessitated by growth is as follows:

- Prior to construction of the SWM facility, the landowner will enter into a land acquisition agreement which includes the following requirements and provisions:
  - the land for the SWM facility will initially be transferred to the City at no cost; and,
  - repayment of the SWM facilities land cost will be made when 25% of the building permits have been issued within the storm catchment area.

Once the SWM land payment trigger has been achieved, the City will reimburse the landowner. The value of the land is determined by calculating the proportion of land that is classified as 'open space land', 'hazard land' or 'table land' and applying the associated values from the By-law CP-9 for the Conveyance of Land and Cash in Lieu Thereof for Park and Other Purposes. This land valuation methodology is consistent with the current DC By-law.

### Context

The implementation of the SWM land payment trigger was established at a time when the UWRF was experiencing financial pressures. In addition, at that time there was a significant demand by developers for SWM facility projects resulting in accelerated timing of capital investments.

As part of the 2019 DC Study, the UWRF was retired and remaining UWRF projects were transferred to the CSRF. The CSRF provides Administration with a greater ability to control the construction and timing of the SWM facilities. This has allowed Civic Administration to better manage the financial health of the Fund.

While SWM facilities are still required to facilitate new development, the number of SWM facilities has declined since the 2014 DC Study. The 'front end loading' of these facilities has resulted in a more balanced infrastructure requirement that has been captured in the most recent DC Study.

### Approach Moving Forward

As a result of the retirement of the UWRF, the balanced SWM facility infrastructure investment in the most recent DC Study, and a stable SWM CSRF, the SWM land payment trigger is no longer required. Beginning August 1, 2022, for all future SWM facility investments, payment from the City for the lands would occur once the Owner enters into a land acquisition agreement. All existing SWM facility land payments should be paid out in accordance with existing land acquisition agreements.

### 1.3 Implication for Developers / Land Owners

The discontinuation of the SWM land payment trigger will provide a number of benefits to the landowners. A few key benefits include:

- Improved developer / landowner cashflows since land payment would occur much earlier in the process;
- Greater developer / landowner certainty for timing of land payment. Under the current process, establishing the timing of land payment may be challenging since it is contingent upon development buildout. Market conditions or other factors beyond the control of the developer / landowner may influence land payment timing; and
- There have been occasions when the landowner is separate from the developer. In these circumstances, the landowner must wait for land payment once the developer achieves the land payment trigger threshold. The proposed changes would eliminate this issue.

### 1.4 Stakeholder Consultation

The DC External Stakeholder Committee meets regularly with staff to discuss various development charge matters. The Committee is composed of representatives from the Urban League of London, London Development Institute, London Home Builders' Association, and the London and District Construction Association. Members of the Committee are in agreement with the modified approach to the SWM facility land payment trigger contained in this report.

## 2.0 Financial Impact/Considerations

There are no direct financial expenditures associated with this report. The Stormwater DC reserve fund will be able to fund future land payment costs once the Owner enters into a land acquisition agreement.

## Conclusion

The SWM facility land payment trigger was established at a time when the UWRF was experiencing financial pressures, along with accelerated timing of many SWM facility investments. Since the UWRF has been retired, future SWM facility investment timing is more balanced, and the health of the CSRF is stable, the SWM land payment trigger is no longer required.

**Prepared by:** Jason Senese, CPA, CGA, MBA  
Manager, Development Finance

**Submitted by:** Paul Yeoman, RPP, PLE  
Director, Capital Assets and Projects

**Recommended by:** Anna Lisa Barbon, CPA, CGA  
Deputy City Manager, Finance Supports

Cc: Shawna Chambers, Division Manager, Stormwater Engineering

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Scott Mathers, MPA, P. Eng  
Deputy City Manager, Planning and Economic Development  
**Subject:** Inventory of Current Actions Addressing Core Area Land and Building Vacancy  
**Date:** June 7, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the report dated June 7, 2022, with respect to the Inventory of Current Actions addressing Core Area Land and Building Vacancy, **BE RECEIVED**.

## Executive Summary

### Purpose:

The purpose of this report is to present a summary of City of London actions being implemented in 2022, by City staff, that directly and indirectly help to address Core Area land and building vacancy. This inventory is a key deliverable in Phase 1: Short-Term Ideas for Action in the Terms of Reference: Scope of Work to Address the Council Resolution from July 6, 2021 that outlines how the Core Area Land and Building Vacancy Reduction Strategy is to be developed.

### Context:

A motion introduced at the June 23, 2021 Strategic Priorities and Policy Committee meeting sought to explore all options and all resources at the City's disposal to address two key issues: land ready for development and buildings available to be repurposed in the aftermath of the COVID-19 pandemic; and a City goal to achieve the creation of 3,000 new affordable housing units.

Thereafter Municipal Council at its meeting held on July 6, 2021 resolved that the Civic Administration be directed to report back on a proposed strategy that sets out potential tools that may assist in reducing Core Area land and building vacancy.

At its meeting held on May 25, 2021, following from the May 18, 2021 Strategic Priorities and Policy Committee Comprehensive Report on Core Area Initiatives, City Council had also directed Civic Administration to report back to on the status of the geographic distribution of parking demand, parking revenue and any recommended modifications or alternatives to the Core Area Action Plan Item #11: Issue request for proposals on Queens Avenue parking lot.

Civic Administration was directed by Council on December 7, 2021 to move forward with a detailed Implementation Plan for the proposed strategy, as outlined in a November 30, 2021 Strategic Priorities and Policy Committee report and guided by an adopted Terms of Reference. This project includes a review of existing incentive programs and planning processes to streamline redevelopment in the Core Area, assessing any changes or updates that may be warranted to Our Move Forward, the Downtown Parking Strategy or the Core Area Action Plan [CAAP], address integration with the London Community Recovery Network [LCRN], and evaluate parking demand and supply at a high level. CAAP Item #11: has been integrated into the approved work plan to develop the Core Area Land and Building Vacancy Reduction Strategy.

## Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support the Core Area. The efforts described in this report address all Five Areas of Focus, including:

- Strengthening Our Community
- Building a Sustainable City
- Safe City for Women and Girls
- Growing our Economy
- Leading in Public Service

The City of London is committed to eliminating systemic racism and oppression in the community. Marginalized and vulnerable communities have faced disproportionate impacts from the COVID-19 pandemic, adding to the historic and systemic barriers that exist in our community. The City of London will undertake deliberate intersectional approaches in the course of implementing the work described in this report.

## Linkage to the Climate Emergency Declaration

On April 23, 2019, Municipal Council declared a Climate Emergency. The City's loan and grant programs help support the City's commitment to reducing and mitigating climate change by encouraging and incentivizing intensification in strategic areas in London. These programs help support more intense and efficient use of existing urban lands and infrastructure, and the regeneration of the existing communities.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- March 8, 2022 – Strategic Priorities and Policy Committee – Core Area Action Plan 2021 Review
- November 30, 2021 Strategic Priorities and Policy Committee – Strategy to Reduce Core Area Vacancy
- May 18, 2021 – Strategic Priorities and Policy Committee – Comprehensive Report on Core Area Initiatives

### 2.0 Discussion and Considerations

#### 2.1 Commercial Vacancy Environment

A vibrant Core Area is one where people live, work, and play. Core Area land and building vacancy is connected to the health of the Core Area. There are many micro and macro factors that directly and indirectly influence the perception, location, type, and occurrence and reoccurrence rate of Core Area land and building vacancy. Commercial occupancy is essential for a strong, vibrant, and welcoming Core Area; it brings foot traffic to streets, riders to public transit, diners to restaurants, shoppers to retail corridors and employees to work sites. There is a segment of the population that places strong value on having these features near their homes, tying core area residential development to the state of core area commercial occupancies.

The COVID-19 pandemic has had a negative impact on core area vacancy in cities across Canada. London is no exception. Secondary sources suggest London's commercial office vacancy rate is currently hovering around 20%, a 23% year-over-year increase in comparison to 2020. News reports and information tracked by the two Business Improvement Associations in London's Core Area indicate some new retail business activity has occurred. The City of London has no comprehensive database of vacant retail space statistics.

The long-term outlook for commercial real estate is particularly uncertain as tenants consider new and emerging business models.

## **2.2 Vacancy Research Progress**

As previously reported in the March 8, 2022 Strategic Priorities and Policy Committee Core Area Action Plan 2021 Review, a Core Area Action Plan Gap Analysis was completed last year. Its purpose was to explore emerging and evidence-based practices, initiatives, and strategies used elsewhere that could enrich the Core Area Action Plan. One of five focus areas in its Research Scope was addressing commercial vacancy.

The research results suggested London is not alone in the types of challenges facing the Core Area related to people experiencing homelessness and health issues, safety and security, creating an environment for businesses to be successful, attracting more people, and concerns about commercial vacancy.

Key findings noted from the research conducted in the Core Area Gap Analysis are as follows:

A general consensus reported in many cities is that commercial office occupancy rates are unlikely to return to pre-pandemic levels, and it is anticipated there will continue to be less demand for office space as people and employers maintain remote or hybrid work models.

Factors such as a rise in e-commerce, more delivery-oriented retailers and shifting consumer habits have reduced the demand for some brick-and-mortar business locations for many years. Pandemic restrictions on businesses further affected customer visits to, and viability of building-based retail.

To address commercial vacancy, core areas in some cities are applying a variety of strategies to repurpose vacant buildings into more flexible or mixed-use spaces, which aligns close with the trend towards more integrated live-work-leisure spaces that support walkability and convenience. Specific practices include using levies, tax-increment financing, and financial incentive programs; expediting permitting and inspection processes, defining areas within the core where approvals and regulations are modified to make it easier for developers to upgrade buildings and businesses to open; and forming partnerships with the real estate sector to promote more temporary pop-up shops in vacant retail spaces.

## **2.3 Current Actions**

The Core Area Gap Analysis indicated London's Core Area is in many respects in similar straits as many Canadian cities. In some cases, London has been a leader in economic support programs aimed at maintaining and improving conditions conducive to regeneration of and stemming decline in its urban areas. Therefore, a fundamental foundation for developing London's Core Area Land and Building Vacancy Reduction Strategy is to understand what actions are already being undertaken by the City and what impact they may have on reducing commercial vacancies.

Phase 1 of the adopted workplan for the Strategy was to create an inventory of these Current Actions. This information is attached as Appendix A. Key findings are as follows:

- City staff are implementing 35 actions in 2022 that may directly or indirectly address Core Area land and building vacancy as part of City business operations.



- About one-third of the actions are regarded to have a direct impact on Core Area land and building vacancy and two-thirds have an indirect impact.
- The current actions have been themed into six focus areas, representing diverse measures ranging from general policy direction to specific financial assistance available to property owners.
- The 35 actions are grouped according to five ways that current actions reduce Core Area land and building vacancy
- The expected results of the current actions have been distilled into three themes. These may form the basis for how the upcoming Strategy can be devised to target issues noted in the City's inventory of current actions, such as the proportion of direct versus indirect impacts.

As noted in the appended report, these actions may be new or ongoing, and are part of the City of London's current business operations. Included in this report is an analysis of the current actions, how they may contribute to reducing Core Area land and/or building vacancy, and their expected results. From an understanding of what is occurring across the service areas of the Corporation, strategic questions can be addressed, such as: How effective are the actions taken in addressing vacancy issues? What limitations exist? Are measures used elsewhere adaptable to London's circumstances?

There is important work being done by businesses, non-profits, and individuals that may also contribute to reducing Core Area land and building vacancy. For example, through a funding request Council approved in February 2022, the London Economic Development Corporation is undertaking several short term initiatives in its Core Area Pilot Program, in partnership with Old East Village BIA (OEV), Downtown London (MainStreet London/MSL and London Downtown Business Association/LDBA), and the Small Business Centre (SBC). These actions are outside the scope and purpose of this inventory, as defined by the Terms of Reference. However, City of London staff are aware of and connected into these actions, and they are being considered in the comprehensive research being conducted to develop the Core Area Land and Building Vacancy Reduction Strategy.

Phase 1 will end with an assessment of these actions in an information report targeted for the end of 2022.

### **3.0 Financial Impact/Considerations**

#### **3.1 Current Actions**

As the Current Actions are undertaken using existing budgets, financial considerations are accounted for.

#### **3.2 Future Undertakings**

As described in the adopted Terms of Reference for this project, Phase 2 consists first of a Core Area Vacancy Study to gather London-specific Core Area vacancy data. This information is necessary for establishing a 2022 baseline condition from which to measure the nature and extent of vacancies to help order priorities of possible interventions to address them, be they extensions of existing City actions, proposed new initiatives, or collaborative partnerships with the work being done by others. Also, an independent expert in real estate market trends, conditions and prospects will be engaged to verify how London's situation in these areas is consistent with or contrasts national trends. Working with City staff to collect, document, and analyze various quantitative and qualitative data regarding land and buildings located in the City's Core Area, landlords and major employers will be contacted regarding their return to in-person work plans and schedules to understand what actions may support their transition.

## 4.0 Key Issues and Considerations

### 4.1. Next Steps

The portion of the Core Area Vacancy Study concerning gathering of local market intelligence will overlap with initial quantitative data collection to establish a commercial vacancy database.

Through the summer and fall of 2022 a variety of research and data analysis tasks will continue, to identify and prioritize gaps in addressing core area commercial vacancies and possible measures to address them.

The last stage in this project, scheduled to be undertaken starting in December 2022, is focussed on developing recommendations that define a proposed Core Area Land and Building Vacancy Reduction Strategy. The Strategy framework is expected to establish achievable targets for improved commercial occupancy rates, and for potential residential occupancy, in land ready for development and buildings available to be repurposed in the aftermath of the COVID-19 pandemic.

The development of the proposed Core Area Land and Building Vacancy Reduction Strategy will be occurring during preparation of an updated Core Area Action Plan, expanding the current plan to the years 2024 to 2027 inclusive for the consideration of Council in 2023 in coordination with the next Multi-Year Budget and Strategic Plan development processes.

## Conclusion

London's Core Area continues to experience the effects of commercial retail and office space vacancies. An inventory undertaken across City service areas indicates there are 35 Current Actions being undertaken by City staff in 2022, to help to address the causes and/or consequences of these vacancies. Two-thirds of these are regarded as having an indirect impact. While these actions proceed, a Core Area vacancy study will establish the baseline quantitative measures and qualitative conditions attributable to commercial vacancies in London's Core Area. Research has begun on a proposed Core Area Land and Buildings Vacancy Reduction Strategy, to be delivered in 2023, which will contain recommendations to aimed at increasing commercial occupancies and options for increased residential occupancies.

**Prepared by:** Jim Yanchula, MCIP RPP  
Manager, Core Area and Urban Regeneration

**Recommended by:** Stephen Thompson, MCIP RPP  
Director, Economic Services and Supports

**Submitted by:** Scott Mathers, MPA, P. Eng  
Deputy City Manager, Planning and Economic Development

Attachment: Appendix A – Inventory of City of London Actions

# Inventory of City of London Actions Currently in Place that Directly or Indirectly Address Core Area Land and Building Vacancy

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## Section 1.0: Context & Background

### 1.1 Core Area Land and Building Vacancy in London

A vibrant Core Area is one where people live, work, and play. There are many micro and macro factors that directly and indirectly influence the perception, location, type, and occurrence and reoccurrence rate of Core Area land and building vacancy. Occupancy is essential for a strong, vibrant, and welcoming Core Area; it brings foot traffic to streets, riders to public transit, diners to restaurants, shoppers to retail and service businesses, and employees to work sites.

Although addressing Core Area land and building vacancy has been a priority in the City of London's downtown planning through the years, its urgency and importance has become more critical as London plans its recovery from the COVID-19 pandemic. Left unaddressed, the local economy, quality of life, job creation and retention, and vitality of the Core Area will continue to be affected.

### 1.2 The July 6, 2021 Council Resolution

On July 6, 2021, Municipal Council resolved: That Civic Administration be directed to report back on a proposed strategy that sets out potential tools that may assist in reducing Core Area land and building vacancy, including but not limited to:

- a) a review of existing incentive programs and any recommended changes to them;
- b) a review of existing planning processes/permissions and any recommended changes that would allow for the conversion of vacant commercial/industrial land/space into residential, including affordable housing;
- c) an assessment of the related strategies in Our Move Forward – London's Downtown Plan, and the Downtown Parking Strategy for any recommended updates or changes;
- d) any recommendations that build on the Core Area Action Plan to support increased safety and security of person and property in the Core Area; and,
- e) an assessment of how a new strategy could be integrated with the work of the London Community Recovery Network (4.2/10/SPCC) (2021-D19/S08).

### 1.3 The Development of the Terms of Reference

Between August 2021 and November 2021, five Action Teams were formed to focus on each one of the areas in the July 6 Council Resolution. The Action Teams were comprised of staff from across the Corporation. Each Action Team met three times over a six-week period to discuss how to effectively address the July 6 Council Resolution objectives. The Scope of Work developed by each Action Team was collated into the *Terms of Reference: Scope of Work to Address the Council Resolution from July 6, 2021* (Terms of Reference). The Terms of Reference outlines how the Core Area Land and Building Vacancy Reduction Strategy is to be developed. The Terms of Reference, adopted by City Council on December 7, 2021, can be found on the City's [website](#).

### 1.3 Purpose of this Report

This report includes an inventory of City of London actions being implemented in 2022 by City staff that can address Core Area land and building vacancy. These actions may be new or ongoing, and are part of the City of London’s current business operations. Included in this report is an analysis of the current actions, how they may contribute to reducing Core Area land and/or building vacancy, and their expected results. The current actions documented in this report serve as the starting point from which the Core Area Land and Building Vacancy Reduction Strategy is being developed.

While there is important work being done by businesses, nonprofits, and individuals that may also contribute to reducing Core Area land and building vacancy, those actions are outside the scope and purpose of this inventory, as defined by the Terms of Reference. However, City of London staff are aware of and connected into these actions, and they are being considered in the comprehensive research being conducted to develop the Core Area Land and Building Vacancy Reduction Strategy.

### 1.4 How the Current Actions Were Documented

The following steps were taken to document the current actions being implemented to address Core Area land and building vacancy included in this report.

- 1. Determine Criteria (February 2022):** Criteria were set to provide a framework to determine whether a current action should be included as part of the inventory process. The criteria included the following: the action must be implemented in 2022, the action may be new or ongoing, the action must intend to directly or indirectly impact Core Area land and building vacancy, and the action must be led by the City of London.
- 2. Document Current Actions (March 2022):** Action Team members who were part of developing the initial Terms of Reference were asked to document current actions they and/or their colleagues are implementing in 2022 in a workbook. The workbook included questions related to: the name of the current action, a description, how it reduces land and building vacancy, expected results, and metrics. In total, 35 current actions were submitted by City staff.
- 3. Confirm Current Actions (April 2022 – May 2022):** The Project Team analyzed the current actions and developed a draft report. Action Team members, the Core Area Steering Committee, and the Senior Leadership Team reviewed and provided feedback on the draft report. This feedback was incorporated and resulted in the finalization of this report.

# 1.5 Key Terms and Definitions

The following key terms have been defined as they relate to this report.

**Core Area** - The Core Area includes Downtown, Richmond Row, and the Old East Village, and encompasses most of the London Downtown Business Improvement Area (BIA) and the Old East Village Business Improvement Area (BIA).

**Figure 1: Map of the Geographic Boundaries of the Core Area**



**Current Actions:** In the context of this project, *current actions* are new or ongoing projects, plans, programs, or initiatives being implemented in 2022 by City staff that may have a direct or indirect impact on Core Area land or building vacancy. Actions being implemented by businesses, nonprofits, and individuals are outside of the scope of this report, as referenced in Section 1.3 on page 3.

**Direct and Indirect Impact on Core Area Land and Building Vacancy:** *Direct impact* means that the primary intention of the current action was to reduce Core Area land and building vacancy. *Indirect impact* means that secondary, incidental, or ancillary consequences of the current action may contribute to the reduction of Core Area land and building vacancy.

**Land and Building Vacancy Type:** The term *land and building vacancy type* is limited to vacant space, empty buildings or unoccupied space in buildings, or land that could be legally occupied as commercial office and retail, residential, and industrial.

- **Vacant Buildings:** The term *vacant buildings* refers to commercial office and retail, residential, and industrial space or buildings that are unoccupied, or occupied but expected to be available or on the market for occupancy.
- **Vacant Land:** The term *vacant land* refers to “developable” land without a permanent structure or building on it.

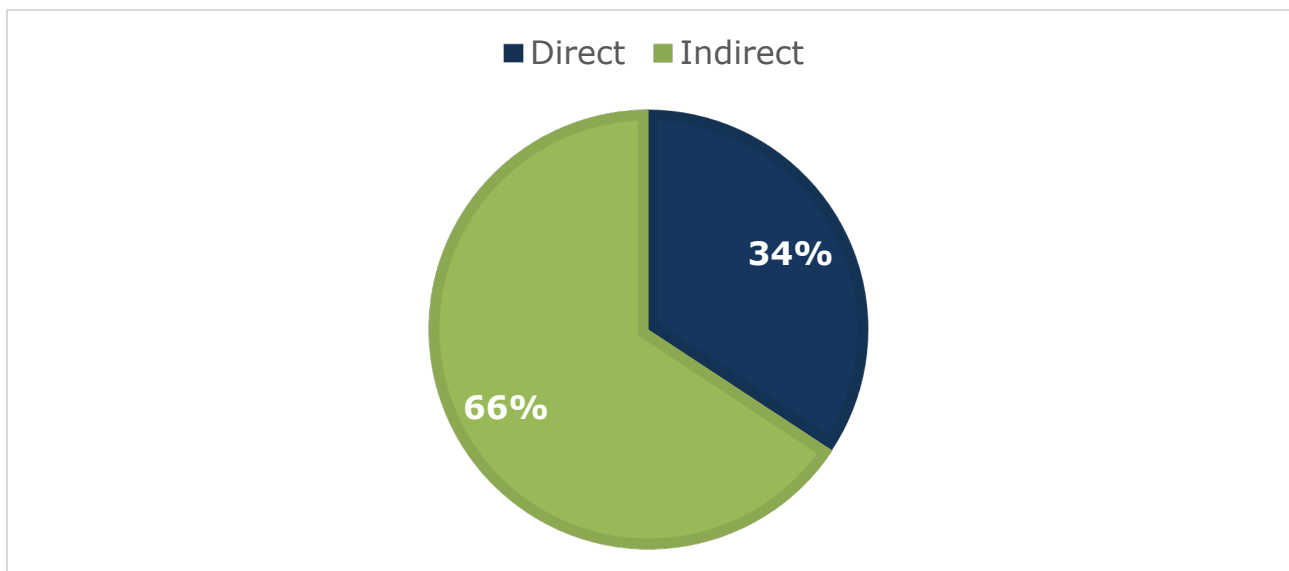


## Section 2.0: An Analysis of Current Actions

### 2.1 Number of Current Actions

City staff are implementing 35 actions in 2022 that may directly or indirectly address Core Area land and building vacancy as part of its business operations. Please see Appendix A for a full list of current actions. The 35 current actions included in this inventory represent a point in time, in that they are actions that are known to City of London staff as of April 2022. Additional actions may be implemented through the remainder of 2022.

### 2.2 Indirect Versus Direct Impact on Core Area Land and Building Vacancy



In total, 34% (n=12) of the actions have a direct impact on Core Area land and building vacancy. The remaining 66% (n=23) of actions have an indirect impact on Core Area land and building vacancy. Direct impact means that the primary intention of the current action was to reduce Core Area land and building vacancy. Indirect impact means that secondary, incidental, or ancillary consequences of the current action may contribute to the reduction of Core Area land and building vacancy.

## 2.3 Focus Areas of Current Actions

The current actions have been themed into six focus areas. Responses have been ordered by frequency to demonstrate the primary focus of each current action. Where “n=” is used, “n” refers to the number of actions that correspond to that specific theme.

- 1. Financial Incentives Programs (n=9):** Financial incentives are inclusive of grants and loans for property/building improvements and the construction of new units, including affordable housing.
- 2. City of London Plans (n=8):** The City of London has several Strategic Plans and Action Plans that contain specific strategies and actions to support the reduction of Core Area land and building vacancy that will continue to be operational in 2022. Further, these plans demonstrate that the City of London has a robust set of foundational plans from which the Core Area Land and Building Vacancy Strategy will be aligned with and built upon.
- 3. Bylaws, Policies, and Guidelines (n=7):** Bylaws, policies, and guidelines are in place to support the reduction of Core Area land and building vacancy. Specific tools relate to property standards and how vacant land can be used.
- 4. Housing Stability Programs / Human Focused Programs (n=5):** There are several programs being implemented that assist individuals experiencing homelessness and sleeping unsheltered to secure emergency shelter, daytime and evening resting spaces, and housing.
- 5. Collaboration and Communication (n=3):** Collaboration and communication actions relate to organizations working together to address, raise awareness of, or share information about Core Area land and building vacancy.
- 6. Vacant Space Utilization (n=2):** To address Core Area land and building vacancy there are efforts underway to use vacant commercial space, as well as to increase the availability of “developable” land.
- 7. Infrastructure (n=1):** One current action increases the available density capacity within the sanitary sewer system, which provides the option for high density planning or conversion of commercial to residential.

## 2.4 How Current Actions Reduce Core Area Land and Building Vacancy

Current actions reduce Core Area land and building vacancy in five different ways. Themes are presented in alphabetical order.

- 1. Attracting People to the Core Area:** To reduce Core Area land and building vacancy, current actions focus on attracting people to the Core Area. Attracting people to the Core Area to live, work, and play draws businesses to the Core Area, thereby maintaining or increasing the occupancy of commercial space.
- 2. Incentivizing Investment:** Current actions reduce Core Area land and building vacancy by incentivizing and supporting private sector investment in property improvements and maintenance. Grant and loan programs provide incentives to maintain, upgrade, modify, rehabilitate, renovate, and occupy buildings that could be vacant in the Core Area. These efforts also support intensification, safety, and remediation efforts. Grants and loans also encourage the construction of new units, including affordable housing.
- 3. Maintaining Property Standards:** The proactive enforcement of property standards and building maintenance is another way in which actions are addressing Core Area land and building vacancy. For example, keeping sidewalks, vestibules, storefronts, and other public and private spaces in the Core Area clean creates and maintains an environment that positively impacts the rate and location of investments and occupancy by the private sector. It also improves marketability and the perception of the Core Area.
- 4. Occupancy Retention, Recruitment, and Expansion:** To address Core Area land and building vacancy there are efforts underway in the community to attract small businesses to the Core Area. This work is intended to provide supports that cultivate potential storefront retail and office businesses to occupy vacant commercial space. The City of London plays a part in vacancy reduction, being it is a significant occupant tenanted Core Area commercial office space (in addition to its occupancies in City-owned properties). Additional current City actions include reviewing parking standards and policies to proactively re-direct the use of land away from surface parking lots to increase the amount of “developable” land available in the Core Area.
- 5. Providing Information and Education:** Current actions focus on the identification of best practices, informing the community about vacancy rates, and providing information about activities, initiatives, and opportunities in the Core Area. By engaging people in discussion about the Core Area, it increases awareness and understanding of Core Area vacancy and opportunities that exist to live, work, and invest in the Core Area.

## 2.5 Expected Results

The expected results of the current actions have been distilled into three themes. Themes are presented in alphabetical order.

- 1. Improved Marketability:** Improved marketability is measured by metrics such as the change in the percentage of ground floor vacancies per year, improved building maintenance, reduction in the number of required clean ups, improved curb appeal of buildings, increased demand for vacant space or new space, improved perception of the Core Area, and the number of vacant buildings re-purposed and available for occupancy.
- 2. Increased Investment:** Current actions support and incentivize increased private sector investment in the Core Area. Metrics include the number of approved applications for grant and loan programs, the amount of grants and loans, the construction value of the projects completed, and the number of new residential units created, including affordable units.
- 3. Increased Occupancy of Vacant Land and Buildings:** Current actions reduce Core Area land and building vacancy and increase occupancy. The amount of land available for development, office, retail, and land vacancies, positive space absorption, number of spaces occupied, the square footage of space occupied, and how many businesses are attracted to the Core Area is being measured.

## Section 3.0: Next Steps

### 3.1 Next Steps with Current Actions

The actions documented in this report are being implemented in 2022. Each of the current actions are monitored to evaluate their indirect or direct impact on Core Area land and building vacancy. Additional actions may be implemented throughout the remainder of 2022. Results of the current actions will be collated and reported on, as per the Terms of Reference, in early 2023.

### 3.2 The Development of the Core Area Land and Building Vacancy Strategy

Phase 2 of the Terms of Reference is focused on the development of the Core Area Land and Building Vacancy Reduction Strategy. The following stages will be implemented over the next 18 months:

#### Stage 1: Conduct a Vacancy Study (Currently Underway)

- Define the structure, framework, definitions for the vacancy study
- Implement methods to determine the extent of land and building vacancy and issues affecting marketability
- Collate results into a database to inform the data collection in Stage 2

#### Stage 2: Facilitate Research

- Develop data collection tools
- Manage the logistics for data collection
- Facilitate research methods

#### Stage 3: Analyze Data

- Analyze the data
- Review other strategies
- Complete a gap analysis, thematic analysis, statistical analysis

#### Stage 4: Prepare the Strategy

- Develop recommendations
- Prepare the Core Area Land and Building Vacancy Reduction Strategy
- Submit the report for Committee and Council Review

Municipal Council will be kept apprised of progress and will be provided key deliverables upon their completion.

## Section 4.0: List of Current Actions

The following 35 current actions being implemented in 2022 help to reduce Core Area land and building vacancy. Current actions are reported in alphabetical order.

### **#1 Additional Residential Unit Loan Program**

The Additional Residential Unit Loan Program provides a loan of up to \$20,000 for the creation of an additional residential unit (ARU) within an existing residential building or on the same property (e.g. above a detached garage, in a coach house). By off-setting costs associated with creating new additional residential units, the program has the potential to increase the number of additional affordable units in the Core Area.

### **#2 Affordable Housing Development Loan**

The Affordable Housing Development Loan program provides a loan for each affordable rental unit created. A minimum of five affordable rental units must be created. The amount of the loan depends on the level of affordability being provided compared to Average Market Rent (AMR), the location of the project, and whether the developer pays property taxes. This program provides financial assistance to off-set the upfront costs associated with creating new, affordable housing units.

### **#3 Affordable Housing Matching**

The Affordable Housing Matching program connects individuals at risk of or experiencing homelessness to affordable housing. The matching process is completed through a coordinated access system. Individuals who meet the criteria have access to 61 affordable housing units with support.

### **#4 Brownfield Community Improvement Plan**

The Brownfield Community Improvement Plan offers four grant programs that help cover the costs of remediating a contaminated property. This program promotes remediation and redevelopment of brownfield sites that might otherwise remain vacant or underutilized.

### **#5 City of London State of the Downtown Reports: 2003 – 2019**

A State of the Downtown Report has been prepared every two years since 2003 to provide information about the impacts of City and private investment in the Downtown. The State of the Downtown Report includes a series of metrics providing Council with a status report of how the Downtown is changing over time (e.g the amount of vacant commercial space, the number of new residential units, building permit activity). Further these reports identify trends to be addressed through policy, regulation, and program changes.

## **#6 A Conceptual Framework for Regional Transportation in London**

The Conceptual Framework for Regional Transportation in London identifies opportunities to integrate different modes of regional travel, with a particular focus on rail, local transit, and regional and inter-community bus systems. As Southwestern Ontario continues to increase in population and employment, regional transportation issues and the need to get ahead of rapid growth will become increasingly important. London will play a pivotal role as the largest urban centre and primary service hub in the region and the place where highway, railway, public transit, and regional bus networks converge.

## **#7 Core Area Action Plan**

The Core Area Action Plan is a comprehensive set of actions and initiatives to create a healthy and resilient Core Area. The Core Area Action Plan outlines short-, medium-, and long-term initiatives such as Core Area Ambassadors, a Dundas Place “field house” operations base, dedicated and proactive Municipal Compliance, and Core Area activations programming to help address homelessness and health issues, safety and security, creating a positive business environment, and attracting more people to the Core Area.

## **#8 Core Area Diversion Pilot**

The Core Area Diversion Pilot is a partnership project between the London Police Service and the City of London Social and Health Development service area. The project is supported by Housing Stability Services through Coordinated Informed Response and Life Stabilization through Ontario Works teams. The Core Area Diversion Pilot supports individuals to divert from street involvement in the Core Area that would cause involvement with the London Police Service or justice system. Peer Outreach Workers with lived experience connect individuals experiencing homelessness to services and supports, provide crisis intervention and de-escalation support, and offer housing readiness supports.

## **#9 Core Area Newsletter**

The City of London issues a quarterly newsletter to the public summarizing, communicating, and celebrating actions taking place within the Core Area. The newsletter is a tool for disseminating information to stakeholders (both current and prospective) regarding actions taking place in the Core Area. This newsletter is also a product that can be shared with prospective investors or other interested parties.

## **#10 Core Area Safety Audit Grant**

Through the Core Area Safety Audit Grant, the City provides grants of up to 50 percent of the total cost of property modifications to implement safety improvements, up to a maximum of \$10,000 per property. The Core Area Safety Audit Grant assists property owners in implementing Core Area Safety Audit recommendations necessary to improve safety and remove safety hazards.

## **#11 Covid Response**

To support individuals living unsheltered during the COVID-19 pandemic, 26 comfort stations were placed throughout the Core Area. Comfort stations included washroom and hand sanitizing facilities and provided an essential service for London's most vulnerable. They also helped to keep sidewalks, alleys, vestibules, private spaces, and vacant buildings free of human waste.

## **#12 Discontinue Commercial Surface Parking Lots**

Commercial surface parking lots provide temporary vehicle parking in the Core Area. Many surface commercial parking lots in the Core Area are permitted by way of a temporary zone as they are not long-term permitted uses. The gradual discontinuation of temporary zones in the Downtown that permit surface commercial parking will facilitate the redevelopment of the vacant lands to more efficient and active land uses.

## **#13 Downtown Action Plan – Proactive Municipal Compliance**

The purpose of the Downtown Action Plan – Proactive Municipal Compliance is proactive enforcement of applicable by-laws with a focus on property standards and yard/lot maintenance. The program addresses building maintenance issues. This allows for positive quality of life, leading to the reduction of negative factors for vacant space occupancy.

## **#14 Downtown and Old East Village Residential Development Charges Grant**

The Residential Development Charges Grant provides a grant equal to a rebate of Development Charges for residential units constructed. Developmental Charges are required to be paid up-front at the time the building permit is issued. The Residential Development Charges Grant grants back a portion of the residential Development Charges paid by the applicant over a 10-year schedule, until 100% of the residential Development Charges have been repaid to the applicant.

## **#15 Downtown Community Improvement Plan**

The Downtown Community Improvement Plan provides the basis for the loan and grant programs the City of London offers. In 2017, the boundary of the Downtown Community Improvement Plan expanded to include Richmond Row. In 2021, the City of London amended the Downtown Community Improvement Plan to include performance measures and indicators of success to evaluate the impacts of the grant and loan programs.



## **#16 Downtown Design Study – Concept and Design Guidelines**

The Downtown Design Study – Concept and Design Guidelines are the current urban design guidelines for the Downtown. These design guidelines apply to any new development in the Downtown and any modifications to existing buildings to accommodate new uses. The design guidelines result in improved urban design of new buildings, better relationships between old and new development, and conservation of the heritage character of heritage designated properties.

## **#17 Downtown London Heritage Conservation District Plan**

The Downtown London Heritage Conservation District Plan was designated in 2013 to recognize the heritage character of the area and conserve its character defining elements (heritage attributes). The Downtown London Heritage Conservation District Plan includes design guidelines to help manage change and ensure that new development is compatible with the area's heritage character.

## **#18 Downtown Parking Strategy**

The Downtown Parking Strategy explores how to address existing surface parking lots and the creation of new ones in the Downtown area. The Downtown Parking Strategy divided the Downtown into sectors and outlined a series of criteria to evaluate requests for temporary use extensions or the creation of new parking spaces underground or in a parking garage. The Downtown Parking Strategy will minimize the number of temporary surface parking lots and encourage development of this vacant land.

## **#19 English Street Reconstruction (Sewer Density Increase)**

The English Street Reconstruction involves upsizing the existing sanitary sewer to increase the available sewer density capacity within the area. Increasing the available density capacity provides the option for high density planning or conversion of commercial to residential (as residential requires more density capacity than commercial parcels).

## **#20 Façade Improvement Loan**

The Façade Improvement Loan provides loans for building façade improvements up to a maximum of \$50,000 or half the value of the work, whichever is less. Loans are paid back at 0% interest over a 10-year period. The Façade Improvement Loan incentivizes owners to upgrade their properties.

## **#21 Heritage Community Improvement Plan**

There are two grant programs available through the Heritage Community Improvement Plan to promote building rehabilitation in conjunction with new development on property designated pursuant to Part IV of the Ontario Heritage Act. The Heritage Community Improvement Plan grant programs provide an incentive to conserve, rehabilitate, and occupy heritage buildings that could be vacant or underused in the Core Area, as well as support intensification on the property while conserving the property's heritage attributes.

## **#22 Housing Enterprise Action Team**

The Housing Enterprise Action Team is a cross-functional action table that seeks to facilitate the development of affordable housing in support of the Roadmap to 3,000 Affordable Housing Units Action Plan. The Housing Enterprise Action Team will provide City Service Areas an opportunity to discuss and manage issues related to applications for affordable housing developments, as well as monitor successes and report out to a City Steering Team and the Senior Leadership Team.

## **#23 Lease of Office Space in Core**

Realty Services administers multiple commercial leases for office space in the Core Area comprising 117,964 of leased space for several City Service Areas. In April 2022, the lease of 60,480 square feet of office space at Citi Plaza will be extended for another 5 years. Leased space at the Central Library will also be extended, subject to Council approval in 2022.

## **#24 The London Plan**

The London Plan is London's Official Plan. It includes specific strategies and policies for the Core Area and direction on the nature, form, and intensity of development. The London Plan provides the policy basis for zoning by-law regulations and other measures to reduce Core Area land and building vacancy. The implementation of the policies and strategies in the London Plan may impact office, retail and land vacancies, changes in the amount of office space, housing units, and vacant land available, and the amount of pedestrian activity in the Core Area.

## **#25 Our Move Forward – London's Downtown Plan**

Our Move Forward – London's Downtown Plan is a formal Guideline Document under the London Plan. It includes a planning framework, strategic directions for future development, ten transformational projects to improve London's Downtown over time, tools including policy statements, and implementation targets. Each section is integrated with the others to establish a focused strategy of continuing the revitalization effort in the Downtown.

## **#26 Parking Standards Review**

The Parking Standards Review involves a review of the City of London's current parking standards for uses currently in Zoning By-law Z-1. A number of North American municipalities have either reduced or removed parking standards and allow the market to determine the amount of parking required. By reducing the need for parking, it may make development more economical, take up less land, and encourage use of transit or alternative forms of transportation.

## **#27 Protected Major Transit Station Areas**

Protected Major Transit Station Areas (PMTSAs) are the areas that surround and include existing and planned higher order transit stations or stops in accordance with the Planning Act. Most of the Core Area is subject to PMTSA policies in the London Plan because they apply to Downtown, Transit Villages, and Rapid Transit Corridors. The protection of high intensity nodes and corridors for future development will eventually result in less vacant land. By directing growth to these nodes and corridors it reduces building vacancies.

## **#28 Rehabilitation and Redevelopment Tax Grant**

The Rehabilitation and Redevelopment Tax Grant rebates a portion of the municipal tax increase that results from the rehabilitation of an existing building or the construction of a new building. A percentage of this tax increment is rebated back to the property owner each year, for ten years. The grant encourages property owners to create more residential spaces by reducing the financial burden of development.

## **#29 Review Definition of "Parks" in Zoning By-law Z-1**

This action explores revising the existing definition of "Parks" in Zoning By-law Z-1 to defer any activities which go on in City parks to the Parks and Recreation By-law. This revision would allow all events and activities to be regulated by the Parks and Recreation By-law. Indirectly, this could make parks more active, creating more activity in the Core Area, possibly attracting more tourists and businesses, while maintaining access to public space.

## **#30 Strategic Plan for the City of London: 2019-2023**

The Strategic Plan for the City of London: 2019 – 2023 refers to the Core Area in the Building a Sustainable City, Growing our Economy, and Strengthening Our Community focus areas. Strategies included in the plan focus on growth, intensification, and revitalization of Downtown, using existing infrastructure and replacing surface parking lots, increasing public and private investment in Downtown, and increasing access to supports for entrepreneurs and small businesses. There are also strategies related to increasing housing options, implementing urban design guidelines, engaging Londoners in culture, maintaining heritage resources, decreasing crime, and creating community gathering places.

### **#31 Upgrade to Building Code Loan**

The Upgrade to Building Code Loan provides loans to property owners who improve their buildings related to Ontario Building Code requirements. The loan can be up to a maximum of \$200,000 or half the value of the work, whichever is less. Loans are paid back at 0% interest over a 10-year period. The loan program incentivizes owners to upgrade their properties so that the space may be filled with a business.

### **#32 Victoria Park Secondary Plan (PEC Public Participation Meeting Scheduled May 9, 2022 for Recommended Secondary Plan)**

The Victoria Park Secondary Plan provides a more comprehensive vision for future development and redevelopment within the area, expanding on the general policies of The London Plan. Existing plans, policies, regulations, and guidelines applying to properties around Victoria Park have been considered to create the development framework and to provide clarity and consistency in reviewing future applications. Any future development application will be evaluated on a site-by-site basis for conformity to the applicable Official Plan policies, Secondary Plan policies, and Heritage Conservation District Plans.

### **#33 Winter Response Day/Night Drop Ins**

The Winter Response Day/Night Drop Ins offered services for individuals to get in out of the cold, warm up, rest, eat, and engage with services. Each drop in provided space for 50 people. Capacity was met every day for the duration of the project. Individuals who were restricted from, or refuse to go to shelters were able to sleep and stay warm indoors.

### **#34 Winter Response Shelter Sites**

Winter Response Shelter Sites offered temporary 24/7 trailer shelter communities for up to 60 people who were experiencing unsheltered homelessness. The Winter Response Shelter Sites included a large building used as common space for community meals, washrooms, showers, support meetings, etc. Individuals experiencing homelessness were provided shelter and intensive supports. Many individuals secured permanent housing.

### **#35 Zoning By-Law Z-1**

The Zoning By-law Z-1 implements The London Plan and includes permitted uses and regulations for each zone. A New Zoning By-law to implement The London Plan policies is currently in development. Section 20 (Downtown Area Zone) and Section 25 (Business District Commercial Zone) apply to most of the lands in the Core Area and identify the permitted uses and regulations to allow future development.

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Kelly Scherr, Deputy City Manager, Environment and Infrastructure  
Scott Mathers, Deputy City Manager, Planning and Economic Development  
Kevin Dickins, Deputy City Manager, Social and Health Development

**Subject:** Core Area Action Plan: 2022 One-Time Program Enhancements

**Date:** June 7, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure, the Deputy City Manager, Planning and Economic Development, and the Deputy City Manager, Social and Health Development:

- a) The staff report dated June 7, 2022 entitled “Core Area Action Plan: 2022 One-Time Program Enhancements”, including its appendices, **BE RECEIVED**; and
- b) The enhancements to the Core Area Action Plan detailed in “Appendix ‘A’ 2022 One-Time Program Enhancements” **BE APPROVED** at a total estimated cost of \$1,055,000.00, with the funding to be sourced from the Operating Budget Contingency Reserve.

## Executive Summary

In 2019, the health of the Core Area was recognized as vital to London’s prosperity as a whole and, as such, the City of London set out to develop the Core Area Action Plan (CAAP). The CAAP was received by Council in late 2019 and funding to deliver 68 of 71 actions were either approved through the 2020-2023 Multi-Year Budget process or available in existing programs. The CAAP is part of a larger suite of programs and projects focusing on the success of the Core area and ranging from the strategic to the operational.

The start of implementation of the CAAP coincided with the start of the COVID-19 pandemic, which resulted in disproportionate negative impacts on urban centres across Canada. Dramatic reductions in the number of central office workers as well as reduced tourism, cultural, recreation and hospitality sector activity added to existing challenges in the Core. Vulnerable and marginalized communities also faced disproportionate effects from the pandemic. City staff and their partners have been working to reduce these impacts through efforts including the London Community Recovery Network and the CAAP. Impacts from COVID-19 in the Core are also being experienced in other parts of the city and best practices from the CAAP help inform service delivery elsewhere as well.

This purpose of this report is to provide an overview of the proposed program enhancements to the Core Area Action Plan (CAAP) in 2022 in order to address ongoing and emerging concerns and continue to mitigate the impacts of the Covid-19 pandemic.

## Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support the Core Area, as shown subsequently in Figure 1, in the development of its 2019-2023 - Strategic Plan for the City of London. Specifically, the efforts described in this report address all five Areas of Focus, including:

- Strengthening Our Community
- Building a Sustainable City
- Safe City for Women and Girls

- Growing our Economy
- Leading in Public Service

The City of London is committed to eliminating systemic racism and oppression in the community. Marginalized and vulnerable communities have faced disproportionate impacts from the COVID-19 pandemic, adding to the historic and systemic barriers that exist in our community. The City of London will undertake deliberate intersectional approaches in the course of implementing the initiatives described in this report.

## **Analysis**

### **1.0 Background Information**

#### **1.1 Previous Reports Related to this Matter**

The following reports are directly related to the Core Area Action Plan.

- March 8, 2022 - Strategic Priorities and Policy Committee - Core Area Action Plan 2021 Review
- November 30, 2021 - Strategic Priorities and Policy Committee - Strategy to Reduce Core Area Vacancy
- May 18, 2021 - Strategic Priorities and Policy Committee - Comprehensive Report on Core Area Initiatives
- July 14, 2020 - Strategic Priorities and Policy Committee - Core Area Action Plan - 2020 Progress Update
- October 28, 2019 - Strategic Priorities and Policy Committee - Core Area Action Plan

Please note that the May 18, 2021 report contained an extensive list of other reports related this matter in Appendix A that are not repeated here.

### **2.0 Discussion and Considerations**

#### **2.1 Core Area Action Plan Proposed Enhancements**

The Core Area Action Plan (CAAP), approved by Council on November 12, 2019, encompasses the area shown in Figure 1 and included 71 action items to address four key areas of need:

- People struggling with homelessness and health issues need help
- People need to feel safe and secure
- Businesses need an environment that allows them to be successful
- The Core Area needs to attract more people

Figure 1: Core Area Action Plan Boundaries



Recent meetings with a number of large property owners and stakeholders in the Core, and particularly in the Downtown, have been held to discuss concerns as follows:

- Increased visibility of and issues related to unsheltered homelessness in outdoor, public spaces making it more difficult to attract patrons, tenants and employees;
- Safety and security inside businesses, including erratic behavior, thefts, vandalism, trespassing, and threats of violence towards staff and patrons;
- Difficulty filling vacant commercial office space, noting that while property owners attribute this to concerns about safety and security, downtowns across Canada are struggling with vacant office space as companies and organizations work to define their future workplace models; and,
- Timeliness of response for police and capacity other services, such as Coordinated Informed Response and COAST.

## 2.2 General Approach

As part of the design of the Ambassador program, a consultant was retained to assess variances between the work undertaken by the London Ambassadors and that associated with similar programs in other cities. This evaluation evolved into the comprehensive Core Area Action Plan Gap Analysis summarizing the results of a literature scan and interviews with 16 other Canadian municipalities.

The gap analysis concluded that challenges related to homelessness and mental health, safety and security, fostering a thriving environment for businesses, attracting people to visit the Core, and increasing commercial vacancies are occurring across Canada. London was frequently cited as a best practice community by other municipalities, based on the strength of the CAAP and the enterprise-wide approach to its management. The report did not identify specific programs or services from other cities that could be implemented quickly, although some medium to long-term opportunities were highlighted that will be considered as part of the evolution of the CAAP. A list of all actions there were considered is included as Appendix 'A': Long List of Potential Enhancements.

## 2.3 Consultation and Engagement

Both the Downtown and Old East Village Business Improvement Associations were invited to provide ideas for CAAP enhancements for 2022 and were engaged on the recommendations outlined below.

### 2.3 Recommended One-Time Program Enhancements

The following recommendations focus on enhancing existing CAAP programs and services versus creating entirely new ones. The following questions were considered in the development of the recommendations:

- Can the enhancement be implemented quickly (i.e. within four to eight weeks, no legislative barriers to implementation)?
- Does the enhancement benefit a range of stakeholders?
- Does the enhancement contribute to lasting change in the Core?
- Does the enhancement support community recovery?
- For new capital expenditures, does the enhancement result in additional ongoing operating costs that are not funded and cannot be managed in existing budgets?
- Does the enhancement support equity-deserving populations?
- Will the enhancement create significant expectation that it will continue in future years? Will it be difficult to exit the program or project?

None of the ideas explored or recommended are studies; they are all action-based.

Enhancement	Estimated Cost
1. Pilot an expanded Coordinated Informed Response	\$315,000
2. Accelerate the implementation of the Safety Audit recommendations	\$260,000
3. Improve security gate program for private property by providing clear application instructions, preapproving certain types of gates and streamlining the review and approval process in Buildings and Heritage Planning	\$100,000
4. Update contact cards, distribute directly to businesses and promote their availability and use	\$5,000
5. Engage major employers regarding their return to in-person work plans and schedules and support their transition with enhanced services, promotion of activations, and contact information for concerns	\$100,000
6. Create a pilot London Lunches gift card program	\$100,000
7. Expand existing Core promotional work, such as the public art highlights, stories of people who work, live and patronize the Core, and promotion of events and activities	\$0
8. Provide public information on the work being done and how to report concerns	\$0
9. Expand activation and programming to include activities at different times, in more locations outside Dundas Place and targeting different audiences (families during summer break, seniors, teams, cultural communities, etc.)	\$100,000
10. Proactively create an inventory of major events (conferences, concerts, festivals, etc.) in the Core and	\$75,000



continueCIR, COAST, Diversion Pilot programming, and other programs and services	
<b>Total</b>	<b>\$1,055,000</b>

## 2.4 Financial Impacts

As noted above, the estimated cost of the temporary enhancements to the CAAP is \$1,055,000. Subject to the approval of the recommendations in this report, the funding will be drawn from the City's Operating Budget Contingency Reserve. As the challenges in the core area have been exacerbated by the COVID-19 pandemic, these CAAP enhancements are an appropriate use of a portion of the \$14.7 million that has been previously contributed to the City's Operating Budget Contingency Reserve, and remains uncommitted, to mitigate future COVID-19 impacts on the City's budget.

Any permanent changes to the CAAP (and associated funding requirements) would be considered through a future budget process, if required.

## Conclusion

Significant efforts have been directed to the Core by the City of London, the London Police Service and other agencies and organizations since the approval of the Core Area Action Plan. The challenges facing London's Core area related to homelessness and mental health, safety and security, fostering a thriving environment for businesses, attracting people to the Core, and commercial vacancies are occurring across Canada. While the CAAP and other programs and plans are working to address these concerns, there will be an ongoing need to resource these efforts and understand how they may need to be adjusted to support a post-pandemic London. These additional measures will build on the previous important work achieved by the CAAP as our core moves toward recovery.

**Recommended by:**            **Kelly Scherr, Deputy City Manager, Environment and Infrastructure**

**Scott Mathers, Deputy City Manager, Planning and Economic Development**

**Kevin Dickins, Deputy City Manager, Social and Health Development**

Attachment: Appendix 'A': Core Area Action Plan: Long List of Potential Enhancements

cc: Lynne Livingstone, City Manager  
Anna Lisa Barbon, Deputy City Manager, Finance Supports  
Jacqueline Davison, Deputy City Manager, Enterprise Supports  
Barry Card, Deputy City Manager, Legal Services  
Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services  
Patti McKague, Director, Strategic Communications and Government Relations  
Rosanna Wilcox, Director, Strategy and Innovation  
Dave O'Brien, Director, Emergency Management and Security  
Inspector D'Wayne Price, Patrol Operations, London Police Service  
Sergeant Mark McGugan, London Police Service, COAST Unit Supervisor  
Barbara Maly, Executive Director, Downtown London Business Improvement Area  
Jen Pastorius, Executive Director, Old East Village Business Improvement Area

## **Appendix 'A': Core Area Action Plan: Long List of Potential Enhancements**

The CAAP Steering Committee has reviewed and costed a variety of enhancements aligned with primary areas of concern as described subsequently.

### **Impacts of Unsheltered Homeless Populations**

Many of the individuals currently experiencing unsheltered homelessness or congregating in public spaces where they engage in unacceptable activities or behaviour are not willing to accept the supports currently available to them. Limitations in the health care and judicial systems are also impacting these activities and require longer-term changes by the Province. The following enhancements, however, have been explored by the Steering Committee to assist with concerns about response times and capacity:

Enhancement	Outcomes	Time to Implement	Estimated Cost	Proceed?
1. Pilot an expanded Coordinated Informed Response	<ul style="list-style-type: none"> <li>• Quicker response times for calls for service by businesses and residents</li> <li>• Reduced likelihood of encampments becoming well-established and harder, slower and more costly to remove</li> <li>• Awareness of the increased level of CIR activity by the populations engaged in the problematic behaviour may assist in reducing the behaviours or in the reluctance to accept available supports</li> <li>• Will demonstrate to the community that there are more responding teams on the street, increasing visibility of engagement</li> </ul>	Six weeks	\$315,000	Yes
2. Add dedicated Core COAST team(s)	<ul style="list-style-type: none"> <li>• Quicker response times for calls for service by businesses and residents</li> <li>• Build relationships between Core</li> </ul>	See Note on Enhancement 2		Program changes and funding being reviewed separately (medium to longer term)

	COAST team(s) and their clients as well as with other service providers in the Core			
3. Expand diversion pilot project capacity targeting individuals committing frequent minor crimes	<ul style="list-style-type: none"> <li>• Quicker response times for calls for service by businesses and residents</li> <li>• More frequent interactions between the Pilot Project team and the by-name list of individuals</li> <li>• Expansion of the by-name list of individuals to include more people committing repeated minor crimes</li> </ul>	See note on Enhancement 3		Program changes and funding being reviewed separately (medium to longer term)
4. Expand the Ambassador Program	<ul style="list-style-type: none"> <li>• While the Ambassadors are not outreach workers or law enforcement professionals, they are a highly visible resource that increases the feeling of safety and makes it less comfortable to occupy public spaces for unwanted uses</li> <li>• The Ambassadors are important and well-trained eyes on the street, who can connect quickly with service providers and law enforcement when the public may not be clear on how to do so or comfortable in doing so</li> </ul>	10 weeks, including recruitment and training	\$220,000	No due to space constraints, time to on-board, and need to evaluate existing program impacts

Notes:

- Enhancement 1: The additional budget would add two new Municipal Law Enforcement Officers, including associated equipment and vehicle expenses, at a

cost of \$160,000. Having three teams would allow us to reinstate coverage on weekends and evenings. While the outreach service model has recently changed to enhance coverage during high demand times, an additional team costing \$100,000 through the contracted service provider would increase resources to vulnerable populations. Additionally, there is a need to pilot having a full-time administrator to manage and monitor the CIR program, at a cost of \$55,000 to year end.

- Enhancement 2: Information on the practicality and cost of expanding the COAST program until the end of 2022 was not available at this time as the program managers are reviewing the program to date and funding available.
- Enhancement 3: LPS Community Foot Patrol is just about to commence the second implementation of the diversion partnership project with London Cares. They are hoping for to start in early May and plan to support of at least 20 identified individuals. There are concerns about capacity both with the LPS and London Cares, but neither can be addressed in the short-term. No additional funding has been requested.
- Enhancement 4: Cost includes salaries and benefits to year-end as well as uniforms, lockers and tablets. There may be space challenges at the Dundas Place Hub, depending on when the new Ambassadors are scheduled to work relative to existing staff occupancy times.

### Safety and Security

Many of the concerns being raised relate to incidents occurring both in public spaces and on or inside private properties, including theft, vandalism, and break-ins. Concerns about the impacts of people using outdoor vestibules as areas for sleeping, consumption of narcotics or as bathrooms were also raised. While Project Clean Slate and the new Core Municipal Bylaw Enforcement Officers (MLEOs) have been effective and well-received, concerns persist. The following enhancements have been reviewed with respect to the safety and security:

Enhancement	Outcomes	Time to Implement	Estimated Cost	Proceed?
5. Accelerate the implementation of the Safety Audit recommendations	<ul style="list-style-type: none"> <li>• Quicker implementation of the results of the Safety Audit that was completed in early 2022 would see the concerns these measures were meant to address resolved sooner</li> </ul>	Eight weeks	\$260,000	Yes
6. Conduct a second private property Safety Audit	<ul style="list-style-type: none"> <li>• Businesses that elected not to participate in the recent Safety Audit may choose to join this time</li> </ul>	See note on Enhancement 6		Not required at this time
7. Improve security gate program for private property by providing clear application instructions, preapproving certain types of gates and streamlining the review and	<ul style="list-style-type: none"> <li>• Concerns about the complexity of the application process and the length of time to review applications could be reduced</li> <li>• More security gates would reduce the opportunity for break-ins and</li> </ul>	Immediately	\$100,000 would fund 10 to 20 properties in addition to the 2022 budget	Yes

approval process in Buildings and Heritage Planning	vandalism as well as the impacts of the use of vestibule space for unacceptable activities			
8. Update contact cards, distribute directly to businesses and promote their availability and use	<ul style="list-style-type: none"> <li>Concerns the current cards were not clear enough would be addressed</li> <li>Concerns from businesses that they did not receive the card from their BIA or from tenant businesses that they did not receive cards from their property owner would be addressed</li> </ul>	Six weeks	\$5,000	Yes
9. Enhance CPTED program capacity and promote its use by private businesses	<ul style="list-style-type: none"> <li>Provides clear information to businesses to support them in refining their private security practices</li> </ul>	See note on Enhancement 9		Not required

Notes:

- Enhancement 5: This cost includes \$100,000 for the installation of additional lighting in Ivey, Queens and Victoria Parks, as well as \$50,000 for additional security gating of laneways and alleyways. It also includes a pilot project to install Emergency Call Stations in OEV and Downtown at a cost of \$110,000. Note that the pilot project would incur an annual operating cost of \$10,000 to \$15,000 that would need to be absorbed in existing budgets.
- Enhancement 6: The current safety audit includes an extensive list of recommendations that will take time to review and assess for implementation, so an expansion to additional geographic areas and properties is not recommended at this time. A second round of safety audit work would also take considerable time to complete.
- Enhancement 8: Update the cards in June and distribute before the end of the month. Leverage the ambassadors to support door to door distribution. The \$5,000 cost covers all communications enhancements.
- Enhancement 9: The LPS CPTED program is resourced to meet demand.

Pandemic Impacts on Downtown Office Space

Downtowns across the country are experiencing the impacts of the departure of large numbers of office workers who shifted to remote work during the Covid-19 pandemic. While their departure from on-site work was rapid, their return to in-person work is much slower and less certain. Many employers are investigating new working arrangements that could see virtual work remain for some or all of their employees on a full-time or part-time basis. The impacts of this are multiple: vacant office space is a reality in Canadian cities and the future demand for such spaces is unknown; onsite workers provide intrinsic levels of activity in the Core, increasing the perception of safety and making unacceptable activities both less frequent and less noticeable; and, onsite workers are customers of Core businesses before, during and after their work days.



Notes:

- Enhancement 10: Part of the Core Area Vacancy Study involves hiring a consultant at a cost of \$50,000, funded through that study. In addition to advancing other related deliverables, the consultant would engage major employers regarding their return to in-person intentions. This work will help understand net difference in average daily occupancies before and after the pandemic. An additional \$100,000 would provide a contract position to year end to coordinate the use of the consultants' information and the other activities included in Enhancement 10.
- Enhancement 11: The program could launch in August, which is traditionally a slower month for many restaurants and carry into September when it is hoped more office workers will be back in the Core full-time or on a hybrid basis. The cost includes the fee for establishing the program, plus 1000 cards at \$25. More cards at a smaller dollar value could also be provided.

Promotion and Activation

Safety and the perception of safety in has been raised throughout the progression of the CAAP. In addition to the massive reduction in Downtown office workers discussed above, the pandemic has created additional concerns as much of the usual activity in the Core has been impacted by closures and capacity restrictions on sporting and entertainment events, restaurants and stores, and conferences and festivals. Many customers have elected to shop and dine virtually during Covid both in response to lockdowns and to avoid exposure to the virus. The following ideas were explored to continue to persuade people to come back to the Core:

Enhancement	Outcomes	Time to Implement	Estimated Cost	Proceed?
12. Provide supports for property owners and organizations wanting to host pop-up events and programming on private property, such as vacant lots as a pilot project	<ul style="list-style-type: none"> <li>• Increased activity not only encourages more people to visit the Core, it also decreases the desirability of these spaces for unacceptable uses</li> </ul>	Ten weeks	\$125,000	Not at this time due to impacts of supply chain issues, program oversight requirements and liability concerns
13. Expand existing Core promotional work, such as the public art highlights, stories of people who work, live and patronize the Core, and promotion of events and activities	<ul style="list-style-type: none"> <li>• Encouraging more people to visit the Core by promoting the unique things they can experience will create more customers for businesses and an increased sense of safety and vibrancy</li> </ul>	Four weeks	Included with Enhancement 8	Yes
14. Provide public information on the work being done and how to	<ul style="list-style-type: none"> <li>• Providing information on who to call about concerns to Core area patrons and employees could</li> </ul>	Four weeks	Included with Enhancement 8	Yes

report concerns	improve their understanding of the work being done, their feeling of safety and their sense of empowerment in being part of a solution, especially for programs such as the Ambassadors which have not been widely promoted outside of the business community in the Core to date			
15. Expand activation and programming to include activities at different times, in more locations and targeting different audiences (families during summer break, seniors, teams, cultural communities, etc.)	<ul style="list-style-type: none"> <li>Diversifying the times, locations, and types of programming in the Core can attract patrons for businesses and increase feet on the street</li> <li>Reinforcing the Core is for all Londoners and visitors helps build confidence and interest in the heart of the city</li> </ul>	Four weeks	\$100,000	Yes, for locations outside of Dundas Place
16. Proactively create an inventory of major events (conferences, concerts, festivals, etc.) in the Core and continue CIR, COAST, Diversion Pilot programming, and other programs and services	<ul style="list-style-type: none"> <li>Ensuring people who visit the Core for events have a positive experience</li> <li>Continuing the Core Area Diversion Pilot through to the end of 2022 will help combat the narrative that the Core is unsafe and continue to help reduce repeat crime in the area</li> </ul>	Immediate	\$75,000	Yes

Notes:

- Enhancement 12: The cost is based on four additional casual staff to assist with delivery and collection of city-owned equipment as well as the acquisition of additional equipment. A risk assessment is required for this work to proceed.



Additionally, supply chain concerns may impact the ability to acquire equipment for the pilot project.

- Enhancement 15: Staffing this work would require about ten weeks of lead time for recruitment and training. An event management company could likely be onboarded sooner. This cost includes an additional two hours of activations each week from July to December.
- Enhancement 16: The creation of the inventory can be accommodated within existing resources. Likely existing resources can be used to provide a more focused response around events as well. The additional \$75,000 is an estimated cost to continue the Core Area Diversion pilot which is a partnership between London Police Services and London Cares.

**From:** butler.chris

**Sent:** Thursday, June 2, 2022 9:15 PM

**To:** SPPC <sppc@london.ca>

**Subject:** [EXTERNAL] SPPC - MTG June 7 - Agenda Item 2.4 - Core Area Action Plan UNBUDGETED ADD

City Clerks Office >. Please consider this as an added addenda submission for the upcoming June 7<sup>th</sup> – SPPC MTG with respect to the unbudgeted addition of \$ 1.055 Million in support for the Core Area action plan as outlined in the report from three (3) of our top Deputy City Managers . Consider this request as approved to add to Council agenda with full public disclosure approved .

Mayor Holder - SPPC Council Members ;

As a taxpayer , please acknowledge that absolutely every single initiative to support the “ Core Area Action Plan “ from that program’s inception to now , has been launched with the significant 1<sup>st</sup> year funding from various “ one time “ reserve funds for one year only ; before transferring those Operating Costs under the umbrella of our general Operating Budget the following years with extremely little disclosure to taxpayers on the now almost \$ 6 .0 Million annual tax supported ( 1.0 % of my taxes ) added costs of this program . This funding template and that process for this program’s growth must stop at this Council meeting and I am reaching out as a taxpayer to ask for the following leadership from my Council as this meeting ;

1. Decide and debate NOW – is there anything in this added support recommendation including the hiring of addition permanent staff ( not contract staff ) that any Councillor would consider a “ one time initiative “ while considering this program’s past funding requirements and history ? I think the answer will be NO as there is ZERO RECO in this report with respect to any performance milestone / hurdle / metric to remove funding !

2. That said , it’s time this Council stops the one year limited funding charade and looks at more permeant funding for this program and this additional \$1.055 million to protect taxpayers from an already budgeted forecast a 3.8 % tax increase in our 2023 tax supported budget ! Please consider one or more of the following if you proceed with your approval ;

>> Go back to taxpayers with an approved interim assessment increase for the current 2022 tax year.

>> Find \$1.055 in program savings by reducing funding in another approved program.

>> Approve this now with the RECO to draw from the \$ 7.0 Million 2021 budget surplus reserve fund that should have been returned to tax payers to offset our 2.8 % increase this year BUT with the agreement NOW that if this funding is approved to continue for the 2023 year this full cost is transferred to Assessment Value Growth Fund for 2023 year. As a taxpayer I see ZERO difference between funding or growing Pollice Budget @ the Assessment Value Growth fund and this program as both are targeting security .

>> Approve now with a commitment to draw from future Assessment Value Growth Fund with no support from the OP’s Budget Reserve fund.

I fully appreciate your consideration & patience with this submission but I am one and done with “ Furniture Store – One Year Free Payments Plans “ this Council has increasingly used to roll out new programs their & delta changes.

THXS – Chris Butler – 863 Waterloo St .

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Lynne Livingstone  
City Manager

**Subject:** London Community Recovery Network – Update on  
Municipally Funded and Community Initiatives

**Date:** June 7, 2022

## Recommendation

That, on the recommendation of the City Manager, the report titled London Community Recovery Network – Update on Municipally Funded and Community Initiatives for **BE RECEIVED** for information.

## Executive Summary

Over the course of the last two years, the members of the London Community Recovery Network (LCRN) have been collaborating on initiatives, programs, and strategies designed to contribute to a strong and inclusive post-COVID London. These efforts were led by the identification of 70 ideas for action in December 2020. Civic administration and community organizations have been implementing these ideas and have made significant progress to date. In October 2021, LCRN members took their next step by adopting the LCRN Framework, which lays out a common vision and shared measures to envision recovery and renewal in our community and measure our collective progress over a three-year period. Since the adoption of the LCRN Framework, members have been identifying, developing, and implementing further efforts that are contributing to London's community recovery and renewal.

The 2022 LCRN Showcase Report (**Appendix A**) provides an update of the initiatives undertaken to date as well as several programs and strategies that are underway following the adoption of the LCRN Framework. The 2022 LCRN Showcase Report includes updates on implementation and impact of all the ideas that have received municipal funding through the community recovery funding set aside by City Council. LCRN members are demonstrating their alignment with the common vision and shared measures found within the LCRN Framework.

The LCRN Framework sets out a common community vision for recovery and establishes shared indicators to drive and measure a strong, inclusive post-COVID London. These indicators are aligned along three recovery areas of focus:

- Investing in People
- Driving Prosperity
- Fostering Community

Since the adoption of the LCRN Framework last fall, LCRN members have come together to initiate over 260 actions, plans and objectives to support London's community recovery. LCRN's individual and collective actions will align to the LCRN Framework to maintain focus on the common vision developed by network members. Of the hundreds of actions currently underway or completed, nearly 40% are existing actions that have adjusted goals and objectives to align with the Framework indicators. The remaining 60% of these initiatives are new, created in collaboration with LCRN members, that may not have occurred without the sustained efforts and partnerships fostered through the LCRN process. The LCRN 2022 Showcase Report (**Appendix A**)

highlights submissions from the LCRN Members that demonstrate the rich and diverse recovery efforts underway across our community.

## **Linkage to the Corporate Strategic Plan**

The London Community Recovery Framework includes strong alignment with all key areas of focus under the City of London Strategic Plan:

Strengthening our Community:

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

Building a Sustainable City

- London has a strong and healthy environment
- Londoners can move around the city safely and easily in a manner that meets their needs

Growing our Economy:

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

Creating a Safe City for Women and Girls

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

Leading in Public Service

- The City of London is trusted, open, and accountable in service of our community
- Londoners experience exceptional and valued customer service

In addition, the London Community Recovery Framework aligns with the City of London's commitment to Anti-Racism and Anti-Oppression by intentionally seeking input from equity-deserving groups and by ensuring that contributions toward shared measures are inclusive and equitable for all Londoners.

## **Analysis**

### **1.0 Previous Reports Related to this Matter**

- Access to City of London Funding for Social and Economic Recovery – London Community Recovery Network – March 8, 2022, SPPC
- London Community Recovery Framework – October 19, 2021, SPPC
- London Community Recovery Network – Community Led Ideas – Business Cases – May 18, 2021, SPPC
- London Community Recovery Network – Immediate Ideas for Action to Support London's COVID-19 Community Recovery – December 16, 2020, SPPC
- 2020 Mid-Year Operating Budget Monitoring Report & COVID-19 Financial Impacts - September 20, 2020, SPPC
- First Report of the London Community Recovery Network – July 14, 2020, SPPC
- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor's Economic and Social Impact and Recovery Task Forces – May 8, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief – April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, Community and Protective Services Committee, April 28, 2020, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor's Economic and Social Impact and Recovery Task Forces – April 9, 2020

## 2.0 Background

Early in the pandemic, London City Council established the London Community Recovery Network (LCRN) in partnership with leaders from London's public, private, non-profit, and institutional sectors and those representing communities that have experienced disproportionate impacts from COVID-19. The purpose of the LCRN was to work to drive a strong and inclusive recovery for London.

With the creation of the LCRN, City Council approved a total of up to \$10 million in funding to support social and economic recovery measures. Through the course of the LCRN's work, several submissions have been presented to City Council where City funding was requested to support community recovery initiatives. To date, Council has approved a total allocation of \$3.7 million towards several business cases in support of these measures.

In its first phase of work from September 2020 to December 2020, LCRN members identified 70 ideas for action to drive an immediate community response to the impacts of the pandemic in our community. Of the 70 ideas, 36 were short term ideas to be led by Civic Administration and 24 were immediate recovery ideas to be implemented by community organizations or were already underway. Ten additional ideas were deemed as medium to long-term and will commence in the coming months.

In its second phase of work from March 2021 to December 2021, LCRN members jointly developed and adopted the London Community Recovery Framework (LCRN Framework), which provides a common vision and shared indicators to guide, measure, and align community recovery and renewal efforts. The LCRN Framework was unanimously endorsed by LCRN members, and by City Council on October 26, 2021.

In March 2022, Council approved a streamlined process for Civic Administration to continue to identify ideas for action and aligned initiatives within the LCRN Framework. This process has now been launched, with two streams available to Civic Administration and LCRN partners:

- The LCRN Recovery Fund, for recovery initiatives with an estimated budget of over \$5,000, to be presented to and approved by Council
- The LCRN Readiness Fund, for recovery initiatives with an estimated budget of under \$5,000, considered small scale community recovery initiatives or supports that both align with the LCRN Framework

The 2022 LCRN Showcase Report (**Appendix A**) provides an update on the 32 ideas led by Civic Administration as approved in December 2020 as well as more than a dozen community-led recovery initiatives, five of which received municipal funding by Council on May 25, 2021. It also highlights submissions from LCRN members that demonstrate the rich and diverse recovery efforts underway across the community since the adoption of the LCRN Framework in October 2021.

## 3.0 Financial Considerations

Between fall 2020 and spring 2021, Council approved a total of \$10 million to be set aside to support social and economic recovery measures. To date, the total Council approved allocation is \$3.7 million, leaving \$6.3 million still available to be allocated.

The process endorsed in March 2022, for accessing community recovery funding formalized the process that has been followed thus far to receive Council approval of the \$3.7 million allocated to date.

The source of funding for the \$100,000 commitment for the LCRN Readiness Fund is the funding that has been set aside by Council for social and economic recovery within the Economic Development Reserve Fund.

## Conclusion

The 2022 LCRN Showcase Report (**Appendix A**) provides a progress update on the 32 Civic Administratively led Ideas for Action, of which 30 are complete and 2 are in

progress. There are also updates for 5 LCRN member led Ideas for Action, that received municipal funding as well a several community-led recovery initiatives that are underway or have been completed

Since the endorsement of the LCRN Framework, members have aligned programs, policies, and strategic plans to meet the goals and Focus Areas of the LCRN Framework.

For the remainder of 2022, and into 2023, LCRN members will continue to collaborate under the LCRN Framework. There is a commitment to provide Municipal Council an update on the progress of this work in Q4 2022, and Q4 2023. These annual reports will provide updates to the data tracking of the 23 shared indicators that were endorsed in the LCRN Framework. Baseline data for the 23 indicators was collected in 2021 and will be used to identify, evaluate, and inform future community recovery efforts and strategies for the coming years.

Applications to the LCRN Recovery and Readiness Funds will continue to be accepted and reviewed as new programs emerge to continue to support recovery and alignment to the LCRN Framework.

**Prepared and submitted by: Adam Thompson, Manager,  
Government and External Relations**

**Recommended by: Lynne Livingstone, City Manager**

cc. Members of the London Community Recovery Network  
City of London Senior Leadership Team  
London Community Recovery Working Group  
Chris Green, Economic Partnerships  
Cathy Parsons, Economic Partnerships  
Alan Dunbar, Financial Services and Supports



2022  
**LCRN Showcase  
Report**





## INTRODUCTION

The 2022 LCRN Showcase Report provides a snapshot of the broad and diverse community recovery and renewal efforts underway across London. Since Fall 2020, LCRN members have been convening to share information and identify solutions to secure a strong, deep, and inclusive recovery and renewal for London. Many of the solutions discussed have taken shape as programs, initiatives, and strategies that have been put into action over the last two years.

With more than 260 initiatives completed or in progress for this year, LCRN members are busy contributing to London's recovery and renewal. The individual and collective efforts from members are firmly rooted in the LCRN Framework – a guiding document that sets out a common vision and shared measures for recovery in London.

In the 2022 LCRN Showcase Report, Londoners can view some of the initiatives that have been undertaken by LCRN members and the impacts these efforts are having on the ground.

A fulsome annual report will be delivered in late 2022. The annual report will include an evaluation of London's progress toward recovery and renewal using the shared measures within the LCRN Framework. The LCRN annual report – and the data-driven approach by LCRN members – will inform decision-makers at all levels and will drive the ongoing collective efforts of LCRN members over the next three years.



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# 2022 LCRN SHOWCASE REPORT BY THE NUMBERS

## About LCRN

The London Community Recovery Network (LCRN) is chaired by the Mayor, supported by Council, and led by 51 community leaders who represent social, economic, and institutional organizations across London.

LCRN is working to build a strong and inclusive post-pandemic London by driving recovery and renewal in our community.

## The London Community Recovery Framework

Through a collaborative, data-driven process, the LCRN identified recovery areas of focus, shared indicators, and metrics to guide and measure community efforts.

These components form the vision for community recovery described in the London Community Recovery Framework. Rooted in eight shared commitments, the LCRN Framework provides a resource for organizations to align their collective efforts on recovery while also meeting the needs of individual sectors, members, and organizations.

## The Path Forward

The pandemic has demanded exceptional innovation, partnerships, and flexibility, and the recovery effort will require much of the same. Some of the emerging issues LCRN has identified include:

- Talent Recruitment and Retention is a City-Wide Challenge
- London's Relative Affordability Advantage is Under Stress
- Organizations Have Emphasized Community Impact
- Future Pandemic Resilience is Essential

LCRN members will continue to work together to address these challenges and others as we build towards a more resilient, equitable, and inclusive London for the future.

## LCRN Shared Commitments

- Collaboration and Coordination
- Climate Change and Environment
- Innovation
- Local Purchasing
- Data Disaggregation
- Equity and Inclusion
- Infrastructure Investment
- Short-Term and Long-Term Focus



**3** Areas of Focus



**23** Indicators



**35** Metrics

## The Path Forward

The pandemic has demanded exceptional innovation, partnerships, and flexibility, and the recovery effort will require much of the same. Some of the emerging issues LCRN has identified include:

- Talent Recruitment and Retention is a City-Wide Challenge
- London's Relative Affordability Advantage is Under Stress
- Organizations Have Emphasized Community Impact
- Future Pandemic Resilience is Essential

LCRN members will continue to work together to address these challenges and others as we build towards a more resilient, equitable, and inclusive London for the future.

## Progress Update

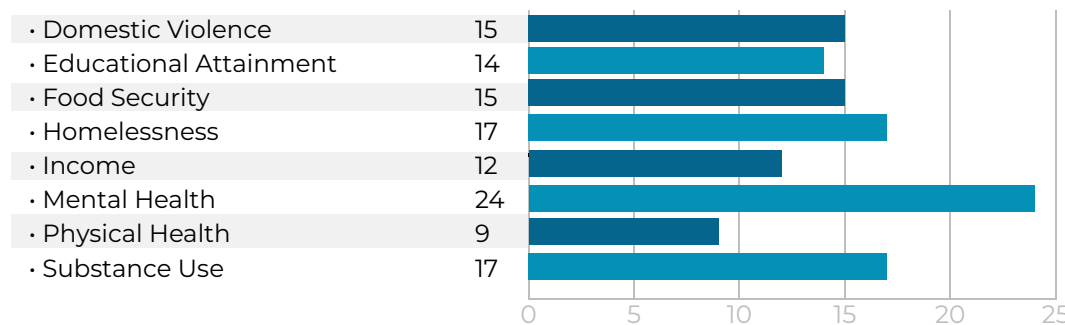
LCRN member organizations have identified 260 planned, ongoing, or completed initiatives through 2022 that are supporting London's recovery in alignment with one or more of the LCRN's vision and objectives.

Of the total, 198 are initiatives that were created in response to the pandemic, and 62 were existing initiatives that were redesigned to align with LCRN recovery efforts.

The following charts show how the 260 recovery initiatives align with the LCRN recovery areas of focus and how members are responding to the shared indicators prioritized by the community.

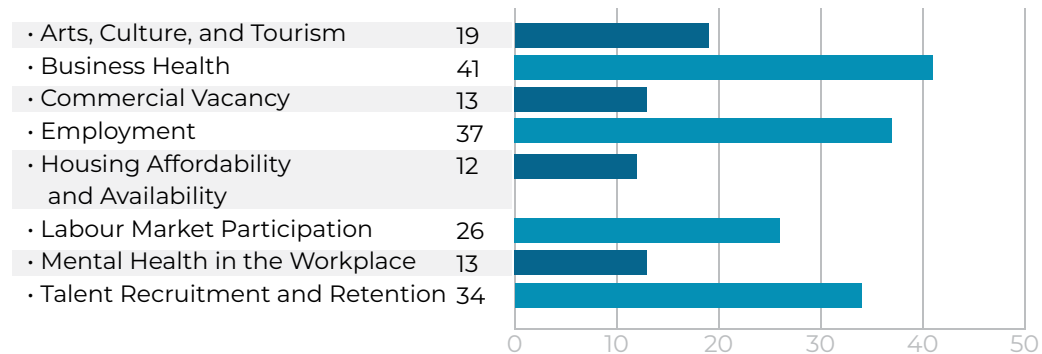
## Investing in People

Improving quality of life so all Londoners can participate and succeed



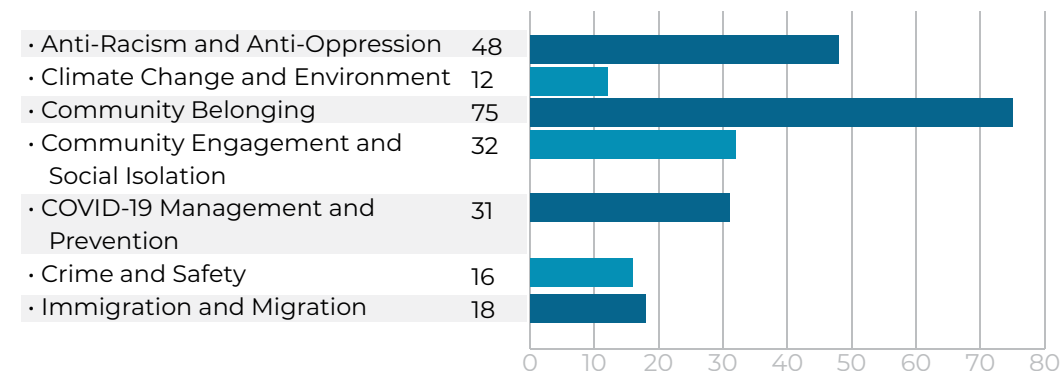
## Driving Prosperity

Sustainable and inclusive economic recovery that creates opportunities for people and enterprises and strengthens London's diverse competitive potential.



## Fostering Community

Reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play.





## INVESTING IN PEOPLE

LCRN Commitment: “We collectively commit to recovery and improving quality of life so that all Londoners can participate and succeed”

# Small Business Centre – Self-Employment Exploration Training for Unemployed

**LCRN Focus Area Alignment:** Investing in People;  
Driving Prosperity  
**LCRN Indicators Alignment:** Income; Employment  
**Idea Lead:** City of London, Social & Health  
Development, Life Stabilization  
**Funding:** N/A  
**Status:** Completed with Ongoing Activities

## Idea Update:

The City of London has partnered with the Small Business Centre (SBC) to support self-employment exploration training for the unemployed, specifically for Ontario Works recipients interested in pursuing self-employment to become financially self-sufficient.

The idea is supported by Ontario Works through active promotion and client referrals to the SBC, including the following activities that occurred in 2021:

- 70 individuals were referred to SBC and participated in self-employment exploration.
- Two (2) Employment Newsletters email blasts to active Ontario Works participants, highlighting the SBC and self-employment training opportunities.
- On October 18, Ontario Works hosted a virtual Labour Market Information Session to highlight the SBC and self-employment opportunities. This was timed to coincide with London's Small Business Week 2021 and was open to all members of the public.
- London's Small Business Week 2021 included a celebration of entrepreneurs, including former Ontario Works clients who have been successful in launching their small businesses, with interviews broadcast to YouTube. Approximately 160 people tuned in to hear their success stories.



# Tourism Beyond Covid

**LCRN Focus Area Alignment:** Investing in People; Driving Prosperity

**LCRN Indicators Alignment:** Educational Attainment, Business Health, Arts, Culture, and Tourism, Employment

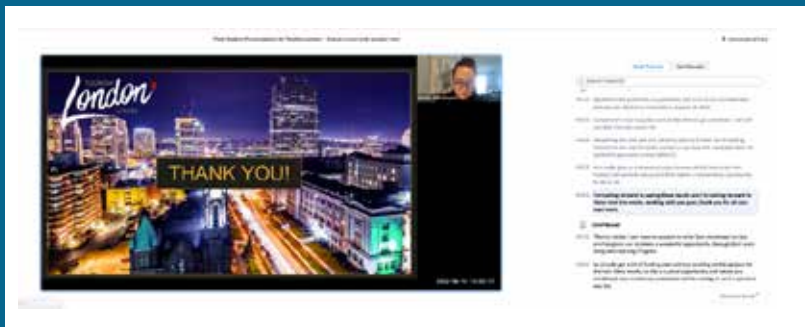
**Idea Lead:** Fanshawe College, Tourism London in partnership with CityStudio

**Status:** Ongoing



## Idea Update:

Students from our Lawrence Kinlin Business School, Employer Rounds program worked through a CityStudio Project with Tourism London to develop a comprehensive Covid Recovery Marketing Strategy for US Tourism to our city. Tourism London was very pleased with the level and depth of the work presented. With funding from the Government of Canada through Riipen's LevelUP program, some of the students received stipends to continue the work and help implement some of the strategies presented.



# Emergency Food Distribution

**LCRN Focus Area Alignment:** Investing in People  
**LCRN Indicators Alignment:** Food Security  
**Idea Lead:** The London Food Bank  
**Funding:** N/A  
**Status:** Completed

## Idea Update:

The London Food Bank has teamed up with community resource centres in the city to bring its services closer to those in need. Transportation is one of the biggest barriers to service for people experiencing poverty, so going to the Food Bank can be a real challenge for individuals and families in need.

There are several neighbourhoods in the city that have been identified as being underserved, and together, the Food Bank and the resource centres are working to provide food to those areas. Each of the resource centres offers Food Bank visits on site at their locations, creating 4 new distribution sites closer to where people live. The Food Bank has started expanding that activity to offer food to under serviced areas, where currently one centre takes food out to locations that are identified as service deserts. Other resource centres are increasing their capacity to offer similar outreach. The initial response to the new distribution model accounted for 4% of Food Bank usage. The Food Bank continues to see growth in the program, in 2022 the distribution model increased to 11% of Food Bank usage.

In addition to providing food for these families, the resource centres can forge relationships with people with a goal to connecting them with additional support.

With at least one of these mobile sites, many families who have never been able to access the Food Bank are now receiving assistance. Together, fewer children and families in London are going to bed hungry.





# The Good Foods project

**LCRN Focus Area Alignment:** Investing in People; Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Food Security; Income; Business Health

**Idea Lead:** Reimagine Institute for Community Sustainability

**Funding:** N/A

**Status:** Completed



## Idea Update:

The goal of the Good Foods Project (Business Case #3), as presented to Council in April 2021, was to provide small independent food establishments with a route to recovery from the effects of the COVID-19 pandemic through an affordable alternative to food delivery. Over the past year, Reimagine Institute for Community Sustainability has developed a partnership with Delivery Deals, a London-based delivery business which is launching an online platform with significantly lower fees to restaurants, enabling project partners to achieve this goal without needing to create a separate app or delivery infrastructure. Furthermore, Delivery Deals' app will allocate a percentage of revenue towards food security programs and other community initiatives and will facilitate the diversion of unsellable food from restaurants to Londoners experiencing hunger and homelessness.

# Increase Focus on Addressing Food Insecurity

**LCRN Focus Area Alignment:** Investing in People  
**LCRN Indicators Alignment:** Food Security, Physical Health; Mental Health  
**Idea Lead:** Middlesex London Food Policy Council, and the City of London, Neighborhood and Community-Wide Services  
**Funding:** \$100,000 (2021-2022)  
**Status:** In Progress

## Idea Update:

The Middlesex London Food Policy Council (MLFPC) secured Nutrition for Non Nutritionists (N4NN) to update the Community Food Assessment (CFA), with a targeted completion of Q4 2022. The key areas of focus include:

1. Introduction (including a description of the core concerns and rationale, updated background on the community as changed since 2016, methodological framework, research activities)
2. Sustainable Food Production
3. Equitable Food Access
4. Changing Food Consumption Trends
5. Envisioning a Food Justice Agenda for London Middlesex

This work will include an environmental scan to assess local and regional data, community discussions and consultations through stakeholder interviews, and a community survey.

Throughout the summer of 2021 MLFPC partnered with the City of London and other community groups to host local Agri-food webinars. In 2022, a number of other events and activities have been planned including a regional agri-food event in Nov, 2022 and additional Agri-food webinars.

The MLFPC Community Food Assessment committee was established in late 2021 to oversee the completion of the CFA. The committee consists of MLFPC members, coordinators, and four community members. These community members were recruited to represent “under-represented” groups, including BIPOC and LGBTQ. This committee meets monthly to develop tools, provide direction to the consultants, and provide input into the final report.



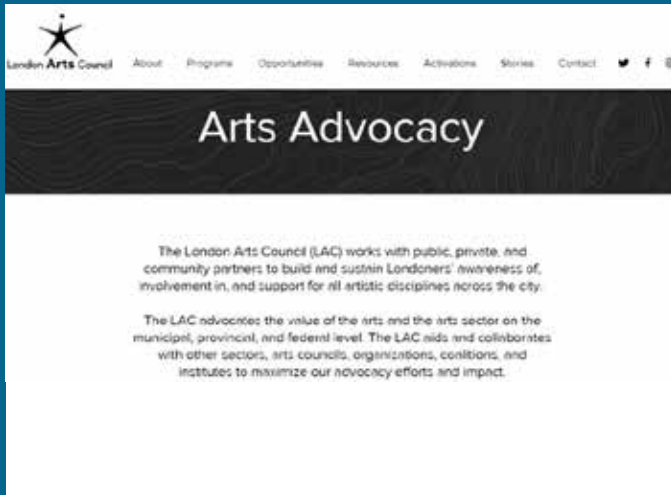
# Advocacy on behalf of the Arts

**LCRN Focus Area Alignment:** Investing in People; Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Mental Health; Income; COVID-19 Management and Prevention; Employment; Labour Market Participation; Arts, Culture, and Tourism; Business Health; Anti-Racism and Anti-Oppression

**Idea Lead:** London Arts Council

**Status:** An ongoing initiative, integral to the mission of advocating for the arts sector on the provincial and national level.



## Idea Update:

In February 2022, the LAC prepared reports for the Provincial and Federal governments' pre-budget consultations. They determined initial recommendations based on group discussions and one on one conversations with artists and arts organizations in London since the onset of the COVID-19 pandemic. They then distributed a targeted survey, outlining six issues and subsequent recommendations, to non-profit arts organizations in London, seeking input regarding the congruency of the issues/recommendations and insights from their organizational perspectives. They used the insight gathered from the local arts organizations surveyed for LAC's recent Provincial Pre-Budget Consultation Submissions and developed this data to show its relevancy on a national scale for LAC's submission to the Federal Pre-Budget Consultation. This information and the reports are posted on the LAC website: <https://www.londonarts.ca/artsadvocacy>.

To advocate for the importance of the Arts, research is being conducted on the impact of the pandemic on artists/arts organizations and their staff. Many artists/arts organizations suffered, both financially and mentally. LAC provided online programming involving paid opportunities for artists to perform for a live audience through a digital platform. Once restrictions began to ease, social-distanced and masked live performances on the streets for passersby through London Arts Live were offered. For arts organizations, by working with London Community Foundation (LCF), LAC leveraged extra funds of \$77,500 (2020), \$72,500 (2021), and \$87,900 (2022) for Community Arts Investment Program (CAIP), providing much needed support during the pandemic. Currently, LAC is further collecting data on these activations and investments through artist and audience testimonies, to be presented at an appreciation event for funders and partners in September, to offer appreciation and bolster continued support for the arts sector.

# Support for a National Child Care Framework

**LCRN Focus Area Alignment:** Investing in People; Driving Prosperity  
**LCRN Indicators Alignment:** Educational Attainment; Employment; Labour Market Participation  
**Idea Lead:** City of London, Social and Health Development, Child Care and Early Years  
**Funding:** N/A  
**Status:** Complete

## Idea Update:

Staff collaborated with the Licensed Child Care Network to develop an advocacy letter with approved messaging that was sent out the week of March 15th, 2021.

On March 28, 2022, the Federal Government and Provincial Government entered into the Canada-Wide Early Learning and Child Care Agreement. As part of this agreement, Ontario will receive \$13.2 billion over six years beginning in 2021-22. Key components of the agreement include:

- Providing a 25% fee reduction, retroactive to April 1, 2022, building to a 50% reduction in average parent costs (based on 2020 levels) for licensed early learning and child care by the end of calendar year 2022 and reaching an average parent fee of \$10 a day by 2025-26 for licensed child care spaces;
- Creating 86,000 new high-quality, affordable licensed child care spaces (relative to 2019 levels), predominantly though not-for-profit licensed child care;
- Addressing barriers to providing inclusive child care; and
- Valuing the early childhood workforce and providing them with training and development opportunities.



Government  
of Canada

Gouvernement  
du Canada



# Emergency Shelter Programs

**LCRN Focus Area Alignment:** Investing in People; Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Homelessness; Community Belonging; Housing Affordability and Availability

**Idea Lead:** City of London, Social and Health Development, Housing Stability Services

**Funding:** N/A

**Status:** Complete

## **Idea Update:**

Housing focused emergency shelter transformation work is ongoing with current shelters and resting space programs. Council supported the emergency shelter system in the following report:

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=89809>

This support also included work to occur in 2022 that supports a number of system alignments for better, more transparent emergency shelter service provision that focuses on housing outcomes.

It is also noted that resting space beds and case management supports continue to be provided in community as outlined in the Core Area Action Plan and as approved by Council through the following report:

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=76402>

# Urgent Housing for Vulnerable Londoners

**LCRN Focus Area Alignment:** Investing in People; Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Homelessness; Community Belonging; Housing Affordability and Availability

**Idea Lead:** City of London, Social and Health Development, Housing Stability Services

**Funding:** N/A

**Status:** Complete



## Idea Update:

Winter response programs for 2020-21 and 2021-22 are now complete and outcome reports have been provided to community.

The 2021-22 winter response offered a number of options for unsheltered individuals. One option was temporary shelter-based supports at Fanshawe Golf Course that focused on supporting individuals who were actively seeking housing and an indigenous led shelter-based option at Parkwood hospital lands supporting indigenous homelessness. Overnight and day drop in spaces were also provide and operated as an out of the cold program in the core area.

For the two shelter locations, 57 individuals were supported with a variety of housing focused supported and 31 individuals were housed. For the overnight out of the cold program, 5750 overnight stays by over 400 unique individuals were supported along with the provision of 600 meals. The day drop-in space supported the provision of 12,000 meals along with making connection and direct referrals to other supporting social service providers, health providers and other support services.

2021-22 winter response outcomes report: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=92052>

The 2020-21 winter response supported 62 additional overnight spaces supporting 75 individuals and 65 additional day time spaces were provided on a short-term basis. Over 5700 non-unique individuals were supported as part of the daytime out of the cold program, over 6000 hot lunches were provided, and many individuals were able to make connections with a variety of support services.

2020-21 winter response outcomes report: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=80414>



# Community Arts Investment Program

**LCRN Focus Area Alignment:** Investing in People; Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Income; Arts, Culture, and Tourism; Business Health; Employment; COVID-19 Management and Prevention, Income; Talent Recruitment and Retention; Anti-Racism and Anti-Oppression

**Idea Lead:** London Arts Council

**Status:** An ongoing annual program, integral to the LAC mission of investment in the operations of arts organizations and the projects of professional artists in the community. CAIP 2021 completed, CAIP 2022 ongoing.

## Idea Update:

During the pandemic, many turned to the arts to cope with and process the emotional/physical toll of stress, isolation, fear, uncertainty surrounding life during the pandemic. Arts organizations suffered financially, as did the mental health of artists and staff members. Organizations laid off staff, fearing for their organization due to inability and capacity for events, performances, classes, workshops. Many professional artists are self-employed and with closed venues they lost the paid opportunities relied on for income.

The 2021 Community Arts Investment Program (CAIP) invested \$478,500.00 in the annual/seasonal operations of eighteen non-profit arts organizations. Through a continued collaboration with London Community Foundation (LCF), LAC leveraged extra funds of \$77,500 (2020), \$72,500(2021), and \$87,900 (2022) for Community Arts Investment Program (CAIP) organizations. These investments provided crucial support to arts organizations, maintaining employment of professional arts management staff, continued programming development/delivery (in person/virtual) and maintenance/security of arts-presenting venues.

CAIP 2021 invested \$251,240.00 in creation/production/presentation projects of twenty-six individual professional artists and eighteen professional artist collectives, providing paid opportunities for professional artists to create and deliver artworks within the community.

CAIP 2022 Development Acceleration Stream and Annual Stream submissions peer jury review process is complete. Nineteen non-profit arts organizations received investments totaling \$453,100.00. LCF invested a further \$87,900.00 through CAIP 2022 supporting essential artistic programming and services provided for London. Individual Artists/Artist Collectives submissions jury review is in process.



# Fast-Tracking the Creation of Core Area Housing in London Using Innovation.

**LCRN Focus Area Alignment:** Investing in People; Fostering Community; Driving Prosperity  
**LCRN Indicators Alignment:** Homelessness; Community Belonging; Housing Affordability and Availability  
**Idea Lead:** City of London, Social and Health Development, Housing Stability Services  
**Funding:** N/A  
**Status:** Completed



Baseline Road – Rapid Housing Initiative Project



Thompson Road – Rapid Housing Initiative Project

## Idea Update:

The Baseline affordable housing development is fully occupied. Move-ins took place over the month of March 2022. 61 units have been filled from the city's By-Name List. Final site work is underway and will be completed by summer 2022.

Thompson road affordable housing development project is under construction and the Sylvan street affordable housing development is in final stages of site plan process with construction expected to begin in late 2022/early 2023.

City led and facilitated work continues on affordable housing. Details related to Councils direction on affordable housing construction can be found in the following staff report: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=88095>

Consultants report: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=88096>



# London Arts Live and Culture City X



**LCRN Focus Area Alignment:** Investing in People; Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Arts, Culture, and Tourism; Community Belonging; Community Engagement and Social Isolation; Income; Labour Market Participation; Talent Recruitment and Retention; Mental Health; Anti-Racism and Anti-Oppression; Crime and Safety

**Idea Lead:** London Arts Council

**Status:** Ongoing initiatives

## Idea Update:

The London Arts Live (LAL), pop-up, performance based temporary public art program, provides high quality arts activations to public spaces. The LAC works with emerging, mid-career and senior culturally diverse artists, thus providing them with meaningful work with income opportunities, professional development and networking opportunities, and a chance to contribute to London's cultural ecosphere. In 2021, the LAC completed 203 activations by employing 170 artists, 52 of whom were Indigenous, Black, and People of Colour.

Solomon Marley-Spence, a hip hop musician who immigrated from Kingston Jamaica to London in 2018, has stated that his LAL performances in 2021 (post-lockdown) enabled him to continue writing and rapping regularly. As such, Solomon produced and disseminated several tracks which caught the attention of a major American record label. Consequently, Solomon was signed to Universal Records in February 2022. Solomon has acknowledged that the LAC and the LAL program provided the means and support for his success in this regard.

Culture City X (CCX) is a social enterprise program that provides meaningful work and professional development opportunities for artists. Through CCX, LAC provides curated live performances and animated tours to clients meeting their unique needs: <https://www.londonarts.ca/culture-city-x>

CCX in Core Areas especially supported the City's core area revitalization efforts and helped local businesses significantly by improving inter-personal staff relations and/or business sales. For example, the owner of Coffee Culture & Eatery (260 Dundas St) has indicated that CCX activations on the street increase sales due to the increase of street (walking) traffic.

# Increased funding for mental health phone and virtual supports during the recovery period

**LCRN Focus Area Alignment:** Investing in People; Driving Prosperity

**LCRN Indicators Alignment:** Mental Health; Mental Health in the Workplace

**Idea Lead:** City of London, Enterprise Supports, Strategic Communications and Government Relations

**Funding:** N/A

**Status:** Completed

## **Idea Update:**

The COVID-19 pandemic has had a significant impact on people's mental health. The impacts of the pandemic permeated all aspects of daily life – from how we work, to how we shop, and how we connect as a community. Good mental health and wellbeing are essential assets for individuals and communities and help to secure a foundation for strong recovery and renewal for London.

Since 2021, the City of London has maintained increasing supports from other governments for mental health and addictions initiatives as a priority. This idea from LCRN members requested direct advocacy from Civic Administration to provincial and federal governments to increase available funding for immediate term mental health supports. A number of communications were sent to local Members of Parliament and Members of Provincial Parliament over the course of 2021/22. Programming and funding that targets greater supports for those experiencing mental health and addictions crisis figure prominently in the City of London's budget submissions to both federal and provincial governments. For example, the City of London is working in partnership with numerous LCRN members to secure annual funding toward the creation of a Community Stabilization Space to support London's most at-risk populations who experience crisis. Civic Administration is working closely with the local provincial health team and St. Joseph's Health Care to advance this priority following the provincial election.

Mental health and addictions remain a top priority in additional supports the City of London requires from other orders of government. As such, this idea for action has been incorporated into the City of London's Strategic Advocacy Framework as a priority area for the duration of community recovery and beyond.



## DRIVING PROSPERITY

LCRN Commitment: “We collectively commit to sustainable and inclusive economic recovery that creates opportunities for people and enterprises and strengthens London’s diverse competitive potential.”

# Employer One Survey

**LCRN Focus Area Alignment:** Driving Prosperity  
**LCRN Indicators Alignment:** Talent Recruitment and Retention, and Employment  
**Idea Lead:** Elgin Middlesex Oxford Workforce Planning and Development Board  
**Status:** Completed in March 2022

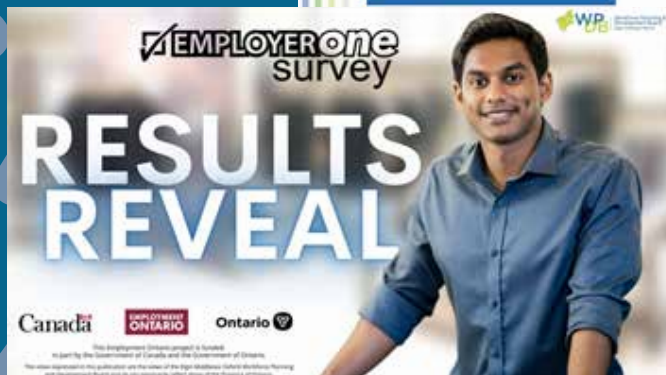


### Idea Update:

Employer One Survey is an annual local data collection run by the Elgin Middlesex Oxford Workforce Planning and Development Board with the purpose of understanding workforce issues experienced by employers in the London Economic Region. Questions asked in the survey explore a wide range of topics such as, hiring, separations, recruitment methods, availability of talent, hard-to-fill jobs, skills sought after, workforce succession plans, intentions to hire, and more.

In January 2022, Employer One Survey collected 397 usable responses, which have been analyzed and presented to the London Economic Region Community in March 23. The 2022 report of these findings was released by EMOWPDB on April 27th, 2022. Employers had the opportunity to voice out their workforce experiences and challenges, particularly those regarding the current shortage of talent and difficulty to retain valuable employees.

The City of London worked to promote and advertise the survey to London and area businesses, enhancing the community-wide efforts in place. Various strategies were employed to target London businesses, including the use of the City of London's social media accounts and word of mouth communications from members of Council and Civic Administration. The results of the 2022 EmployerOne Survey will continue to be an essential data set for the wider community to understand the economic environment of the region. This data will help to shape local solutions to target many of the lingering effects – and upcoming opportunities – that have arisen in a post-pandemic London.



# Appoint a downtown lead at City Hall / Create a Core Area Champion at Senior Level

**LCRN Focus Area Alignment:** Driving Prosperity

**LCRN Indicators Alignment:** Business Health, Employment, Commercial Vacancy

**Idea Lead:** City of London, Core Area Steering Committee

**Status:** Completed with Ongoing Activities

## **Idea Update:**

The City of London responded to this idea by integrating the community request into the Core Area Action Plan (CAAP). Under the CAAP, and the Core Area Steering Committee (CASC) that oversees the implementation of the plan, senior leadership from across Civic Administration collaborate through an enterprise-wide approach. The CASC oversees three internal teams tasked with delivering the CAAP and other initiatives in the Core: the People, Places, and Economy Teams. The CASC works with a variety of member organizations from the community. The commitment to alignment between CAAP and LCRN was approved by Council on February 23, 2021. Since then, the CASC has been kept up to date with the ongoing efforts of LCRN members, many of which feed into the City's core area work directly and indirectly.

Check out <https://getinvolved.london.ca/corearea> for more information about the Core Area Action Plan and the enterprise-wide approach in progress.



# REVIVE: Live Concert Series Program

**LCRN Focus Area Alignment:** Driving Prosperity; Investing in People; Fostering Community  
**LCRN Indicators Alignment:** Income; Community Engagement and Social Isolation; Arts Culture and Tourism  
**Idea Lead:** City of London, Planning and Economic Development, Music Office  
**Funding:** N/A  
**Status:** Completed with Ongoing Activities



Sarina Haggerty Band @ London Music Hall  
Photo by Whitney South



Texas King @ London Music Hall  
Photo by Bill Woodcock

## Idea Update:

Revive Live was created to bridge the live music sector through the pandemic. The program provided the live music ecosystem with a support mechanism that employed a skilled workforce and entertained audiences during a time when the live music sector was not able to work with in person audiences. Through the first integration of program, Revive Live employed 145 technical crew (Sound Engineers, Lighting Techs, Stagehands, Site Managers, Camera Operators, Switchers, Photographers), 87 individual musicians employed, 17,000+ fans watched concerts.

Once live music was permitted under the Re-Opening Ontario Act, Revive Live hosted patio performances with live audiences generating greater economic impact through additional jobs not outlined above through employment opportunities in the hospitality sector such as servers and kitchen staff.

# Increase Grant funding/ Upgrade Building Code for Façade Upgrades

**LCRN Focus Area Alignment:** Driving Prosperity  
**LCRN Indicators Alignment:** Business Health, Commercial Vacancy, Arts, Culture, Tourism  
**Idea Lead:** City of London, Planning and Economic Development, Core Area and Urban Regeneration  
**Funding:** \$250,000 (2021)  
**Status:** Completed



## Idea Update:

Through LCRN Initiative 2.5, the City of London created a new Recovery Grant program for property owners and tenants in five community improvement project areas (Downtown, Hamilton Road, Lambeth, Old East Village, and SoHo). The grant helped cover the cost of interior and exterior property improvements.

An application window was open between May 5, 2021, and June 11, 2021, for potential applicants to apply for the grant program.

In total, 58 applications were received. Of the 58 applications, 52 were approved in full and two applications approved partially — meaning some funding was allocated and some funding was waitlisted. As a result, six applications (four applications and the two partially approved applications) were placed on a waitlist to ensure total grant funding committed by the City of London did not exceed the allocated amount.

As of April 2022, 43 grants have been paid. The remaining grants will be paid once the applicants has finished the approved improvements to their property.

A portion of the Recovery Grant funding was also transferred to the Old East Village BIA and Hamilton Road BIA to fund graffiti removal across multiple properties.



# Local Labour Market Plan 2022-23

**LCRN Focus Area Alignment:** Driving Prosperity  
**LCRN Indicators Alignment:** Employment; Labour Market Participation; Talent Recruitment and Retention  
**Idea Lead:** Elgin Middlesex Oxford Workforce Planning and Development Board  
**Status:** Released in January 2022



### Idea Update:

The document provides a labour market planning update for 2022-2023. It starts with a comprehensive review of local labour market data from a variety of sources. Inspired by the trends revealed by the local data, community conversations were held in each county in the London Economic Region, drawing on necessary actions for local economic recovery and growth. The Local Labour Market Plan summarizes the community suggested actions, which could be converted into regional community projects, if appropriate funding is available. For more information visit <https://workforcedevelopment.ca/>



# City Wide 'Support Local' Promotional Campaign

**LCRN Focus Area Alignment:** Driving Prosperity; Fostering Community

**LCRN Indicators Alignment:** Arts, Culture, and Tourism; Business Health; Community Belonging

**Idea Lead:** City of London, Tourism London

**Funding:** \$760,000

**Status:** Completed with Ongoing Activities



## Idea Update:

In collaboration with Argyle BIA, Downtown London, Hamilton Road BIA, Hyde Park BIA, Old East Village BIA and others, a city wide 'Support Local' promotional campaign was established and led by Tourism London and its partners. The partnership program focused on promoting local tourism and small businesses through several initiatives and builds upon the already successful and proven Stay a Little Longer and Support Local promotional campaign.



Tourism London hired the Project Coordinator; VISA Cards for the Stay a Little Longer extension and the BIA Recovery Dollars Pilot Project were received and delivered to the appropriate parties; Tourism London extended their Stay a Little Longer campaign until December 2022; Two local companies were selected from the Photo/Video RFP and the Graphic Design/Website RFP; The entire campaign brand was determined, a logo created and a website produced (Find it in London) [www.finditinlondon.ca](http://www.finditinlondon.ca); 44 businesses across London are signed up for videos for 2022, 15 videos have been completed & featured on the FIIL website, 47 videos have been shot and another 52 businesses have been invited to participate; There were 10 categories on the 2021 Holiday Gift Guide which featured 120 individual businesses. As of year-end there were 159 businesses listed in the online business directory and interactive map.

Note\* this Business Case aligned and incorporated 13 LCRN ideas: including 1.6 London Getaway Packages; 1.7 Buying Local; 5.3 Interactive Distanced Festivals and Events; and 5.8 Develop an app with Augmented Reality to organize self-directed scavenger hunts.

# London Innovation Challenge

**LCRN Focus Area Alignment:** Driving Prosperity, Investing in People; Fostering Community

**LCRN Indicators Alignment:** Business Health; Employment; Talent Recruitment and Retention

**Idea Lead:** TechAlliance of Southwest Ontario

**Funding:** \$180,000

**Status:** Completed

## Idea Update:

As part of the London Innovation Challenge, six London companies were awarded \$20,000 each to address the recovery and renewal areas of focus identified by the London community – Investing in People, Driving Prosperity and Fostering Community.

The Two Challenges:

**1. REIMAGINE SYSTEMS FOR PEOPLE:** Focusing on inclusivity to drive sustainable growth, three recipients of this challenge represent a variety of sectors including health care, equitable talent acquisition, and small business support.

With help from the London Innovation Challenge:

- a. Caring Support has reached new heights and continues to help students find placements in the health industry.
- b. Locorum has capitalized on their innovative product and has added hundreds of small businesses to their platform.
- c. Zersent has validated their ESG compliance platform and has engaged local clients.

**2. STRENGTHEN BUSINESS HEALTH:** With a focus on giving tools to small businesses to drive sustainable growth and safely re-open, three recipients of this Challenge represent a variety of sectors including health & safety, retail, and human resources.

With help from the London Innovation Challenge:

- a. In The ClearZone has continued to make London businesses safer.
- b. Labourly has validated their product and is now a tool used by Fanshawe students to find opportunities in the trade industry while accurately displaying their relevant certifications for the workplace.
- c. SizeWize has helped London clothing businesses elevate their digital experience to customers who prefer online shopping.



# Sidewalk Sales

**LCRN Focus Area Alignment:** Driving Prosperity; Investing in People  
**LCRN Indicators Alignment:** Income; Business Health; Employment  
**Idea Lead:** City of London, Zoning, Business Hub & Public Property Compliance – Building Division  
**Funding:** N/A  
**Status:** Completed

## Idea Update:

The Sidewalk Sales program was created and implemented in Spring of 2021. It is administered by the Business Hub and Public Property Compliance service areas. The program remains in place for interested businesses



**SIDEWALK SALES ON CITY PROPERTY**

**WHAT IS IT?**  
 A sidewalk sale is considered to be the display and sale of merchandise from a stand on the City sidewalk or boulevard fronting your store.

**WHAT CAN I SELL?**  
 Only merchandise sold within the store.

**WHAT IS THE COST?**  
 There is no fee.

**WHERE CAN IT GO?**

- The stand can be located in front of the building where the merchandise is sold.
- The stand cannot block any entrances or exits of your building or the neighbour's property.
- There must be at least a 1.5m (5ft) clear way for pedestrian travel.
- The stand must be placed a minimum of 0.6m (2ft) from the curb, and
- The stand must not interfere with vehicular on-street parking.

**HOW DO I APPLY?**  
 In order to get permission to locate a sidewalk stand on City property, you will need to:

- Complete the application form.
- Have your insurance company complete the Certificate of Insurance – Standard.
- Provide photos and a drawing indicating the size of the stand and location in relation to the building, curb, light standards, boulevard trees, garbage bins, and any other street furniture.
- Submit the complete package as outlined above to [business@cityoflondon.ca](mailto:business@cityoflondon.ca) and
- Sign and return the licensing agreement provided by the Service London Business Hub Team.

**THE FINE PRINT**  
 Following registration, the sidewalk stand can be placed on public property when the business is open. The information above is provided as a summary and does not replace the regulations found in Streets By-law 5-1.

Contact us for more information  
[businesshub@london.ca](mailto:businesshub@london.ca) / 311 ext 5688




Service London Business Hub  
 Sidewalk Sales  
 Phone: 311 extension 5688  
 Email: [businesshub@london.ca](mailto:businesshub@london.ca)

**APPLICANT INFORMATION (please print)**

Last name: \_\_\_\_\_ First name: \_\_\_\_\_ Business Name: \_\_\_\_\_  
 Business Address: \_\_\_\_\_ Demographic Type:  Sole Partnership  Corporation  
 Telephone number: \_\_\_\_\_ Cell number: \_\_\_\_\_ E-mail: \_\_\_\_\_

**SIDEWALK SALES INFORMATION**  
 Proposed time location:  Inside or above: \_\_\_\_\_

Item to be displayed:  Clothes  Food  Merchandise  Other

**LOCATION PLAN – Add Photos as Separate Files**

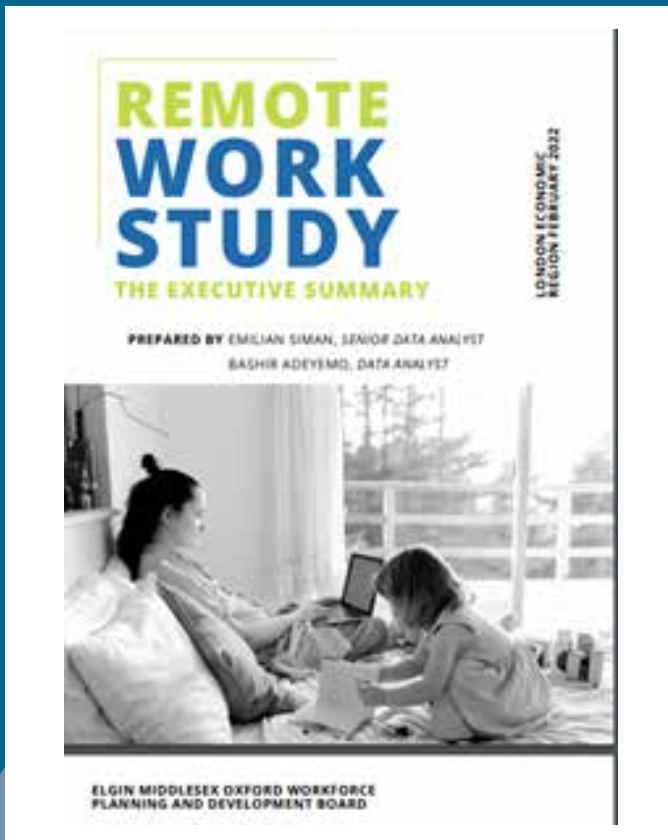
Business's Signature: \_\_\_\_\_ Date (yyyy-mm-dd): \_\_\_\_\_

**FOR OFFICE USE ONLY**

FOR OFFICE USE ONLY	AUTHORIZED SIGNATURE	DATE
SRM MANAGER'S SIGNATURE The applicant has filed proof of liability coverage.		
PUBLIC PROPERTY COMPLIANCE		
SERVICE LONDON BUSINESS HUB The applicant has provided licensing agreement.		

# Remote Work Study

**LCRN Focus Area Alignment:** Driving Prosperity  
**LCRN Indicators Alignment:** Employment, Labour Market Participation, and Talent Recruitment and Retention  
**Idea Lead:** Elgin Middlesex Oxford Workforce Planning and Development Board  
**Status:** Released in February 2022



## Idea Update:

The Remote Work Study offers a comparative perspective upon opinions of workers, employers and job seekers regarding remote work in the London Economic Region. Six main areas of investigation have been targeted by the study: benefits, costs, performance, support, management, and job security. Commonalities and divergencies in opinions across the three groups on the announced topics were driven by individual or business interests held by the group they represent. The study reports on 289 surveys responses collected through Web crowding technique. The findings presented in the report have numerous implications on job design, motivation, performance evaluation, incentive systems design, on boarding, working space design, training, etc. For more information visit: <https://workforcedevelopment.ca/>

# Seasonal Patios on Private Property

**LCRN Focus Area Alignment:** Driving Prosperity; Fostering Community

**LCRN Indicators Alignment:** Business Health; Community Engagement and Social Isolation

**Idea Lead:** City of London, Municipal Compliance, Planning & Economic Development

**Funding:** N/A

**Status:** Future report to Planning and Environment Committee

## **Idea Update:**

On April 12, 2022, Council directed staff to report back with options to amend the capacity restrictions for outdoor patios to allow for great flexibility for businesses.

An options report, in response to Council direction, is scheduled before the Planning and Environment Committee on June 20, 2022. Civic Administration is recommending deleting the capacity restrictions for temporary seasonal outdoor patios. If approved by Council, a public Zoning By-law amendment process will follow.

# Focus on Actions That Get People Moving Around the Core

**LCRN Focus Area Alignment:** Driving Prosperity  
**LCRN Indicators Alignment:** Arts, Culture, and Tourism; Business Health; Commercial Vacancy  
**Idea Lead:** City of London, Planning & Economic Development, Core Area and Urban Regeneration  
**Funding:** \$330,000  
**Status:** Completed with Ongoing Activities

## **Idea Update:**

Downtown Wayfinding Plan: Designs for all signs in wayfinding signage system were approved in February 2022 by Core Area Steering Committee. Locations of signs for Phase 1 sign installation will be finalized in May 2022. Signs to be installed by December 2022. Complementary initiatives are planned or underway to improve mobility and accessibility in the core include new cycling and rapid transit infrastructure projects, and sidewalk repairs to be completed by year end.

# Create an Integrated Economic Blueprint

**LCRN Focus Area Alignment:** Driving Prosperity; Investing in People; Fostering Community  
**LCRN Indicators Alignment:** Business Health; Employment; Talent Recruitment and Retention  
**Idea Lead:** City of London, Planning and Economic Development, Economic Partnerships  
**Funding:** N/A  
**Status:** Completed with Ongoing Activities

## Idea Update:

Through a collaborative, data-driven process, the LCRN identified recovery areas of focus, shared indicators, and metrics to guide and measure community efforts. The recent Council approved LCRN Framework (October 2021) accomplishes phase one of idea 2.9 by identifying specific Areas of Focus (Investing in People; Driving Prosperity; Fostering Community). LCRN member organizations have identified 260 planned, ongoing, or completed initiatives through 2022 that are supporting London's recovery in alignment with one or more of the LCRN's vision and objectives. The next phase of the process will be to prioritize learnings from LCRN to ensure that the LCRN initiatives are considered and where appropriate aligned with the new Council Strategic Plan.





# Provide Better Market Data to Attract New Business

**LCRN Focus Area Alignment:** Driving Prosperity  
**LCRN Indicators Alignment:** Business Health  
**Idea Lead:** City of London, Planning and Economic Development, Economic Partnerships  
**Funding:** N/A  
**Status:** Completed with Ongoing Activities



## Idea Update:

The City of London improved its abilities to provide demographic and movement-based data to business partners. With the additional datasets acquired through Environics, the City of London assisted organizations such as the Chamber of Commerce, Business Improvement Associations, and Pillar Non-Profit in strategic planning.

The enhancements added from Environics has allowed deeper partnership with the Business Improvement Areas as well as other external partners, such as LEDC and TechAlliance. The additional datasets from Environics have also allowed for enhanced evaluation and analytics for corporate initiatives such as Core Area Action Program and Downtown Ambassador Program.





# Goodwill – Circular Economy Work and Training Platforms

**LCRN Focus Area Alignment:** Driving Prosperity; Investing in People; Fostering Community

**LCRN Indicators Alignment:** Income; Climate Change and Environment; Employment

**Idea Lead:** Goodwill Industries

**Funding:** \$249,000 (2021-2023)

**Status:** In progress



## Idea Update:

The City of London is supporting the development, pilot and launch of a Light Industrial Power Sewing platform; creating 'green' jobs and training for people with barriers to employment or who are shut out of the labour market with Goodwill Industries, Ontario Great Lakes. The aim is to develop a fully circular textile social enterprise initiative in the local economy.

Goodwill achieved significant milestones including growing the product brand **WORTH** as a showcase for remanufactured goods, building capacity to remanufacture used textiles into new consumer goods, training workers on the sewing platform, and generating modest revenue.

**WORTH** has secured remanufacturing contracts with B2B clients, Western University, Canadian Tire and The Beer Store and others with the intention of growing a line of contracts where used corporate wear is remanufactured. The sewing platform manufactured masks for Goodwill, businesses, and non-profits, generating a share of WORTH revenue.

Goodwill trained and employed 46 people at peak production with 35 people consistently working on the sewing platform through 2021, despite numerous COVID-19 restrictions that impacted operations. New workforce development relationships are being established with businesses looking to hire skilled sewers and referral partnerships developed with Settlement Service organizations and others.

The purchase of seven new sewing machines, funded by LCRN, expanded and contributed to increasing capacity. Goodwill is waiting for delivery of a textile shredder with the support of LCRN funds which will use by-products from the sewing platform to turn them into various recycling innovations including shredding for commercial or industrial uses such as automobile insulation or agricultural use.

# Instagram takeovers in support of local businesses

**LCRN Focus Area Alignment:** Driving Prosperity; Fostering Community  
**LCRN Indicators Alignment:** Business Health; Arts Culture and Tourism; Community Belonging; Community Engagement and Social Isolation  
**Idea Lead:** City of London, Enterprise Supports, Strategic Communications and Government Relations  
**Funding:** N/A  
**Status:** Completed



## Idea Update:

Throughout the height of the COVID-19 pandemic, London's small businesses were required to pivot operations to new areas such as e-commerce and curbside pick-up for retail and food industries. The City of London sought novel ways to support small businesses through the creative use of its social media presence, strengthening and enhancing relationships within and across the community in support of London's small business.

Over the past year, the City of London has delivered a consistent message to support local businesses throughout the pandemic. The City has incorporated internal and external events into its messaging to enhance visibility for small business, including Small Business Week, holidays, and major sports events such as the Super Bowl. As part of LCRN's work, community partners came together to develop a one-stop-shop for local businesses - FinditInLondon.ca. Small businesses were encouraged to add their details to this portal and expand their visibility online. The City of London prioritized the promotion of the portal to Londoners to:

- Highlight important opportunities for Londoners to support local businesses
- Extend the reach of small businesses by using the City of London's broader reach
- Increase the City of London's following and engagement to support other municipal programs and initiatives
- Show a commitment to inclusivity by showcasing London's diverse business sector

## **Downtown recovery – free transit access to the downtown/ strengthening our downtown as a community hub**

**LCRN Focus Area Alignment:** Driving Prosperity; Fostering Community

**LCRN Indicators Alignment:** Talent Recruitment and Retention; Business Health; Climate Change and Environmental Sustainability; Public Health

**Idea Lead:** City of London, Enterprise Supports, Strategic Communications and Government Relations/ Planning and Economic Development, Parking Services and Compliance

**Funding:** N/A

**Status:** Completed

### **Idea Update:**

This idea for action was submitted as an immediate relief mechanism for Londoners and businesses to encourage more transit trips to London’s downtown and core area. Civic Administration determined that the cost of offering free transit would be significant and could potentially jeopardize the financial sustainability of the transit system, particularly as the system itself was – and remains – challenged by the restrictions and changes in travel behaviours resulting from the pandemic.

However, Civic Administration recognized the underlying principle of the idea was to explore innovative and creative methods of supporting more trips to the downtown and core areas to support businesses and communities struggling with the impacts of pandemic response measures. As a result, this idea for action was submitted as a principle for inclusion into the City’s Mobility Master Plan development process.

The draft vision of the Mobility Master Plan includes a commitment to ensure that the movement of people across the city “will be environmentally sustainable, affordable, and supportive of economic growth and development.” The spirit of this idea from the community will be reflected in the information presented to Londoners for comment over the coming months.

# Create a Business Concierge Service

**LCRN Focus Area Alignment:** Driving Prosperity; Investing in People,  
**LCRN Indicators Alignment:** Income; Business Health; Employment  
**Idea Lead:** City of London, Planning and Economic Development, Building Services  
**Funding:** N/A  
**Status:** Completed

## Idea Update:

The Business Hub, housed within Planning and Economic Development was the ideal starting point to address this idea. The Business Hub already had two Business and Zoning Coordinators whose role it was to help businesses navigate through City processes and applications while feeling supported and aware of any requirements. This role has increased its focus on supporting businesses, especially as many work their way out of the effects of the pandemic. The area continues to facilitate and expedite business ventures that are in and outside of the Core. The Business Hub regularly presents in partnership with the Small Business Centre to individuals looking to start a new business. Presentations have also been provided in partnership with Fanshawe College and Northwest London Resource Centre. Outreach and networking continue with all local BIAs to help support their memberships.



# Group Buying to Lower Costs of PPE

**LCRN Focus Area Alignment:** Driving Prosperity

**LCRN Indicators Alignment:** Business Health

**Idea Lead:** City of London, Finance Supports, Financial Planning and Policy

**Funding:** N/A

**Status:** Completed

## **Idea Update:**

Finance has compiled a list of local PPE suppliers and a contact at Mohawk Medbuy, the former St. Joe's Health System Group Purchasing Organization. All have agreed to assist with procurement (group buying) for small local businesses, including non-profits.



# Develop a more strategic approach to events, activations and placemaking

**LCRN Focus Area Alignment:** Driving Prosperity; Fostering Community

**LCRN Indicators Alignment:** Arts Culture and Tourism; Community Belonging; Community Engagement and Social Isolation

**Idea Lead:** City of London, Planning and Economic Development, Core Area Programs

**Funding:** N/A

**Status:** Completed

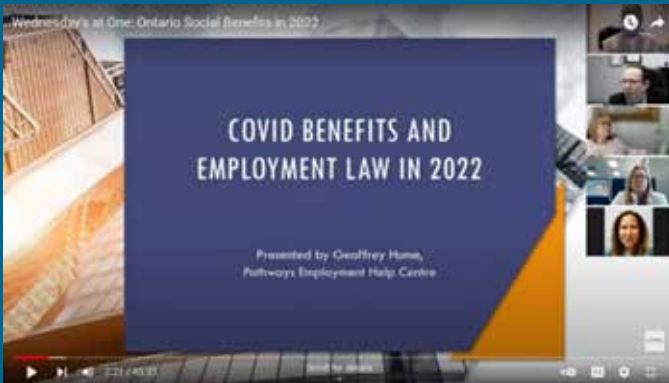
## Idea Update:

The Core Area Activation Coordination team is meeting regularly to coordinate placemaking opportunities. The Core Area Ambassador program has started operating. Bistro tables and chairs and a small electric vehicle have been purchased to support more placemaking activities in different parts of the Core.



# Pandemic Recovery Resources and Training to Enhance Employment for Londoners

**LCRN Focus Area Alignment:** Driving Prosperity  
**LCRN Indicators Alignment:** Employment; Labour Market Participation; Talent Recruitment and Retention  
**Idea Lead:** Employment Sector Council (ESC)  
**Funding:** \$135,000 (2021-2023)  
**Status:** In progress



## Idea Update:

The Employment Sector Council (ESC) network is coordinating information sessions for London's employment and training professionals to enhance how they assist job seekers and employers impacted by the pandemic. So far, almost 300 front-line staff from community employment organizations have participated in these sessions to learn, discuss and share current and relevant pandemic recovery information, resources, tools and supports. Most attendees report that they learn information in these sessions that they can then use immediately in their professional roles.

These recovery conversations are known as “Wednesdays at One” series – held on a consistent day and time – and are co-hosted by ESC and the Workforce Planning & Development Board. ESC records these sessions so that staff can revisit relevant resources and information at any time. Thirteen sessions have been offered to date under 3 distinct themes:

- “What’s Working?” feature current and relevant pandemic and recovery resources and information, such as the COVID-19 benefits and programs which are available for workers and employers.
- “Engaging Employers” sessions tackle the recruiting and hiring challenges that London companies face because of the pandemic. Employment professionals such as job developers use these sessions to thoroughly understand businesses’ workforce needs so they can connect them with the best job seeker candidates.
- “Bite-Sized LMI” are Labour Market Information workshops for employment service frontline staff on relevant COVID-19 impacts on and implications for the London region’s labour market, so they can better assist job seekers and students with making good employment planning decisions.



## FOSTERING COMMUNITY

LCRN Commitment: “We collectively commit to reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play.”



# London Mural and Art Walk

**LCRN Focus Area Alignment:** Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Arts Culture and Tourism; Community Belonging;

Community Engagement and Social Isolation  
**Idea Lead:** City of London, Neighborhood and Community-Wide Services, Culture Services

**Funding:** \$50,000 (2021) and \$50,000 (2022)

**Status:** Completed with Ongoing Activities






## Idea Update:

In October 2021, the LAC initiated Interactive Live Mural Walk (self-guided walking tour) along Dundas Place featuring a variety of artists painting on movable murals. 8 mural (4-sided) mural walls with wheels that could be easily and safely moved were fabricated by London Woodshop Collective and were set up to facilitate LIVE mural paintings. Eight artists were selected (4 of whom are BIPOC) and scheduled to LIVE paint throughout Dundas Place over the course of eight weeks (October-November 2021).

Tourists were encouraged to talk to the artists and to help paint selected parts of some murals. Each of the artists reported that this experience enabled them to increase their professional network and customer base. This Interactive Live Mural Walk is expected to resume in June 2022.

**Tour Content**

 <p><b>1. Public Art Now</b></p> <p>Learn about the artists, the inspiration and the process behind many diverse public artworks that enrich London's streetscape.</p> <p>This tour includes original artwork, insights that can be enjoyed while walking to each Public Artwork.</p> <p><a href="#">Book a Group Tour</a></p>	 <p><b>2. Stories of London's Past: A Walk with Peter McDiogen</b></p> <p>Revisit a journey through time where the traces of the Thames converge and the stories of London's past and present converge. Walk with Peter McDiogen, the first Londoner on a Thames and across walls, blue with tales of London's most iconic and interesting people and places.</p> <p><a href="#">Book a Group Tour</a></p>	 <p><b>3. Interactive LIVE Mural Walk</b></p> <p>Self-guided Tour: June - October 2022.</p> <p>Come on down to Dundas Place (Dundas Street) and watch up to 12 visual artists create original paintings - LIVE - on movable mural walls, located from Wellington to Richmond Street. This outdoor art gallery will also feature LIVE music to keep the vibe fun and creative.</p> <p><a href="#">Learn More</a></p>
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In March 2022, the LAC initiated two animated group tours, and two virtual/self-guided tours demarcated within the downtown core. These tours can be experienced as: 1) a fee-based, multi-media formally guided group tour, led by a knowledgeable and entertaining artist, 2) a free virtual tour by which individuals can access and experience anywhere through their mobile, laptop and/or tablet, 3) a free self-guided walking tour that individuals can experience through their mobile and/or tablet. The tours can be accessed through the London Arts Council website: <https://www.londonarts.ca/culture-city-x>

The 1.5-hour animated group tours can run from May to October. The virtual and self-guided tours can run year-round.

# Cultivating Allyship

**LCRN Focus Area Alignment:** Fostering Community  
**LCRN Indicators Alignment:** Anti-Racism and Anti-Oppression; Community Belonging; Community Engagement and Social Isolation; Immigration and Migration  
**Idea Lead:** London Arts Council  
**Status:** An ongoing initiative.



## Idea Update:

Our Cultivating Allyship initiative began as “Building Allyship” in 2020 through co-created listening sessions with Black, Indigenous, and People of Colour community members. In 2021, Building Allyship was rebranded to “Cultivating Allyship,” to reflect an organic process involving stages mirroring seasonal changes. Cultivating Allyship also includes Bizindaage Listening Sessions emphasizing the importance of active and engaged listening.

Through Cultivating Allyship, the LAC has transformed operations, programming and services and influenced other arts organizations by establishing equity criteria for the Community Arts Investment Program and providing consultations to start/further developing work in equity, diversity, and inclusivity. LAC has actively developed relationships with IBPOC communities and organizations and has diversified artist rosters for our London Arts Live (LAL) and Culture City X (CCX). This active work in Cultivating Allyship allowed the LAC to further develop/provide meaningful opportunities (income, performances, professional development, mentorship, etc.) to artists from the equity seeking group.

The stages involved in our Cultivating Allyship initiative include providing paid internships and mentorships. For this, the LAC hired two consultants to help develop this work. We were also successful in our application for four Canada Summer Jobs positions to provide internship opportunities for arts administrators from equity seeking groups at diverse local arts organizations.

In February 2022, in participating in Black History Month to honour the legacy of Black artists and Black artistic communities, LAC supported Black communities led initiatives by providing artistic activations through London Arts Live and Culture City X. We provided paid opportunities for 12 Black artists to share their perspectives about what it means to live and create as a Black artist in London. For more information, please visit: <https://www.londonarts.ca/blackhistorymonth>.

# Outdoor Concerts and Arts Performances

**LCRN Focus Area Alignment:** Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Arts Culture and Tourism; Community Belonging; Community Engagement and Social Isolation

**Idea Lead:** City of London, Neighbourhood and Community-Wide Services, Culture Services

**Funding:** \$200,000 (2021-2022)

**Status:** Completed with Ongoing Activities



## Idea Update:

City of London is working with the London Arts Council (LAC) to expand the frequency, intensity, and duration of artist public space performance opportunities throughout the core area.

In 2021, the LAC completed 70 activations through its programs London Arts Live and Culture City X. These activations employed 74 artists, 38 of whom were Indigenous, Black, and People of Colour.

In addition, two large scale new repertoires were created by two artistic groups: La Compagnie de Danse and Hip-Hop Crew. The newly developed repertoires have been performed in various locations throughout the core. Also, 8 visual artists (4 of whom were Indigenous, Black, People of Color) were contracted to paint portable mural walls. They performed live paintings between late October and early November, activating Dundas Place with vibrant and diverse artwork. Furthermore, a small investment was put toward sound equipment for the City's Music Officer to share and assist with implementing these outdoor concerts and performances.

# Breakfast with Santa

**LCRN Focus Area Alignment:** Fostering Community  
**LCRN Indicators Alignment:** Community Belonging, Community Engagement and Social Isolation  
**Idea Lead:** Hyde Park Business Improvement Area - Donna Szpakowski  
**Status:** Annual



## Idea Update:

Breakfast with Santa is the Hyde Park BIA's annual Christmas event. Put on in partnership with the Hyde Park and District Lions, Breakfast with Santa gives families the opportunity to partake in Christmas crafts and activities while meeting the big man himself!

This year, we worked together with Family Centre Fox Hollow, the Northwest London Resource Centre, and Oxford Dodge to put on the event. Over 500 pancakes were served, and 300+ families attended the morning festivities. A band played live Christmas music throughout the event, encouraging those around to dance and sing.

Crafts were available for children to make, and a mailbox for Letters to Santa was made available. The letters go directly to the North Pole, where Santa takes the time to read and reply to each letter.

This year, Breakfast with Santa was able to donate a considerable amount of Christmas gifts and canned food to the Northwest London Resource Centre to help support our community.



# Bike and Scooter Share

**LCRN Focus Area Alignment:** Fostering Community  
**LCRN Indicators Alignment:** Community Belonging;  
Climate Change and Environmental Sustainability  
**Idea Lead:** City of London, Environment and  
Infrastructure; Climate Change, Environment, and  
Waste Management  
**Funding:** N/A  
**Status:** In progress

## **Idea Update:**

The Environment & Infrastructure (Climate Change and Environmental Stewardship) team continues to review the outcome of the community engagement program and feedback provided related to e-scooters. This includes further reviews with pilot project participants across Ontario. More time is needed to analyze the feedback before a recommendation can be made on bike share and e-scooter share.

RFP schedule has been revised to complete community engagement on e-scooters and receive approval from Council on next steps. Subject to Council decision on additional specifics on the use of e-scooters, the new RFP for bike share and possibly e-scooters would be released in Quarter 2 or 3, 2022. Implementation could possibly occur in spring 2023 depending on Council direction.

# Hyde and Seek

**LCRN Focus Area Alignment:** Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Community Belonging; Community Engagement and Social Isolation; Arts, Culture, Tourism; Business Health

**Idea Lead:** Hyde Park Business Improvement Area - Donna Szpakowski

**Status:** Complete



## Idea Update:

Hyde and Seek was an activity that ran during the summer of 2021. It was an initiative to get the community into the Hyde Park area and increase foot traffic to our stores during COVID restrictions.

Using the GooseChase scavenger hunt app, the HPBIA set up a series of “missions” around Hyde Park for the community to take part in. The activity was self-directed through the app, and participants could partake over the two-week period. Participants would submit pictures of themselves completing the challenges to win points.

The points were then converted into Hyde Park dollars, which participants can redeem at any participating retailer.

# Public Toilets and Sanitation

**LCRN Focus Area Alignment:** Fostering Community  
**LCRN Indicators Alignment:** Community Belonging  
**Idea Lead:** City of London, Environment and Infrastructure; Parks Operations  
**Funding:** \$600,000  
**Status:** Completed with Ongoing Activities

## **Idea Update:**

The LCRN Business Case for Idea #4.4 was approved, allocating \$600,000 to support operational funding for staff and security for 2021 and 2022 as part of the pilot for extended public washroom hours at Victoria Park and the Dundas Place Fieldhouse.

Two public washroom sites are open extended hours (Victoria Park – 8am-8pm) and Dundas Place (7am to 11pm, 7 days a week including holidays)

# Christmas (Holiday) Market

**LCRN Focus Area Alignment:** Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Arts Culture and Tourism; Community Belonging; Community Engagement and Social Isolation

**Idea Lead:** City of London, Planning and Economic Development, Core Area Programs; Downtown London

**Funding:** \$200,000 (2021/2022)

**Status:** Completed with Ongoing Activities

## Idea Update:

2021 Holiday Market on Dundas Place was led by Downtown London. The Manager of Core Area Programs is working with Downtown London and the Covent Garden Market to move the Christmas (Holiday) market onto Market Square. The Core Area team is meeting monthly with other downtown partners to prepare for this new Holiday Market. The Manager of Core Area Programs is facilitating the planning process. The goal is to coordinate all Downtown Holiday activities including Lighting of the Lights, Victoria Park decorations, and Rock'n New Years Eve along with the Holiday Market under a common identity and communications strategy.





# Community/business use of municipal parking lots

**LCRN Focus Area Alignment:** Fostering Community; Driving Prosperity

**LCRN Indicators Alignment:** Arts Culture and Tourism; Community Belonging; Community Engagement and Social Isolation

**Idea Lead:** City of London, Planning and Economic Development, Parking Services and Compliance

**Funding:** N/A

**Status:** Completed

## **Idea Update:**

In response to this idea from the community, Civic Administration undertook a review process and created a new administrative policy, building off the Special Events policy currently in place. A survey was sent out to London's Business Improvement Areas to identify potential municipal parking lots that would be ideal for use by businesses to run outdoor markets. A handful of lots were identified and the administrative policy was implemented. While the uptake from the community was low, mostly in part because of the easing of lockdown provisions in late 2021, the policy created to respond to this idea helped to demonstrate the City of London's commitment to working with the community to respond to emergent needs rapidly.

The administrative policy for use of Parking Lots to support Community Business expired in December of 2021. With the easing of restrictions on business operations, it was determined that this policy would not be required moving forward.

# Social Housing Retrofits Program

**LCRN Focus Area Alignment:** Fostering Community;  
Driving Prosperity

**LCRN Indicators Alignment:** Climate Change and  
Environmental Sustainability; Housing Affordability  
and Availability

**Idea Lead:** City of London, Enterprise Supports,  
Strategic Communications and Government  
Relations

**Funding:** N/A

**Status:** Completed

## **Idea Update:**

Responding to a changing climate and improving London's resiliency has been recognized as a priority for the members of the London Community Recovery Network (LCRN). Climate action was deemed urgent by London families, businesses and anchor institutions prior to the pandemic, yet deliberate efforts were stifled by the impacts of COVID-19 on our community. As the immediate impacts of the pandemic recede, LCRN members are committed to resuming individual and collective efforts. For the City of London, this action is set out in the recently released Climate Emergency Action Plan.

One Idea for Action identified early in the pandemic was for LCRN to advocate to other governments to support the regeneration of London's community and affordable housing stock using new retrofit tools that could contribute to more efficient, more resilient housing stock in London.

The City of London has brought forward this idea to other orders of government on behalf of the community. Civic Administration has submitted this idea for development through the Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO). Given that past retrofit programs of this nature have either been province or nation-wide, securing the support of municipal associations to encourage such new programs was prioritized. However, the City of London has also shared this idea with local Members of Parliament and Members of Provincial Parliament as well.

While no incremental programming for community housing retrofits have been identified in federal or provincial budgets, other orders of government are investing in general community housing regeneration, including a \$40 million program announced in 2020. As community recovery is expected to take time, the City of London will continue to advocate for these types of programs in upcoming budgets to contribute directly to the LCRN shared indicator of climate change and environmental sustainability within the LCRN Framework.

# Hyde Park Christmas Market in UpTown

**LCRN Focus Area Alignment:** Fostering Community  
**LCRN Indicators Alignment:** Community Belonging, Community Engagement and Social Isolation  
**Idea Lead:** Hyde Park Business Improvement Association - Donna Szpakowski, Ellen McGran  
**Status:** Annual



## Idea Update:

The Hyde Park Christmas Market in UpTown London provided the community of Hyde Park an opportunity to reconnect after 2 hard years of COVID restrictions. Families and community members arrived at the market in droves – some even a few hours early. The BIA had people commenting all day how wonderful and meaningful it was to have a community outing.

The feature event on Saturday evening was fireworks set to Christmas music. These were the first fireworks in London since the pandemic. Members knew that people would be excited, but never could have imagined the impact. As soon as the fireworks started, there was a collective sense of admiration.

The fireworks lasted 12 minutes, being set to Christmas music. There were cheers from the crowds, sounds of disappointment when they thought the fireworks had stopped, and then cheers of excitement when they continued. Families were singing along to the Christmas carols, and there were lots of hugs and embraces.

By the end of the display, there were many people in tears. The fireworks provided a sense of normalcy around the holidays that our community had not seen since the beginning of the pandemic.

There were remarks after the fireworks that they were the best that many had ever seen. People are still thanking us for putting on the display and celebrating a time of year that many feel has not been special for the last little while.





# Activity Update

## 2021



# ACTIVITY UPDATE

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As the lead economic development agency in London, Canada, the LEDC develops sustainable economic advantage through the growth of local business, attraction of new foreign investment and scale-up support. LEDC focuses on growing London's primary economic sectors – Agri-Food, Advanced Manufacturing, Digital Media and Tech, and Health. Growth in these sectors creates additional jobs through supply chains, service, retail industries, and more.

# THE TEAM



**Jack Adams**  
MANAGER,  
BUSINESS DEVELOPMENT



**Kerryann Thomas Black**  
DIGITAL MARKETING AND  
CONTENT CREATION  
COORDINATOR



**Robert Collins**  
DIRECTOR,  
WORKFORCE  
DEVELOPMENT



**Ashley Conyngham**  
DIRECTOR, MARKETING  
& COMMUNICATIONS



**Bhavika Dalal**  
ACCOUNTING SPECIALIST



**Andrew Dodd**  
MANAGER,  
FILM LONDON



**Jeffrey Fernandes**  
BUSINESS  
DEVELOPMENT  
COORDINATOR



**Kapil Lakhotia**  
PRESIDENT & CEO



**Lia Ludaes**  
ADMINISTRATIVE  
SPECIALIST



**Larry Mackinnon**  
DIRECTOR,  
BUSINESS



**Brittany Maia**  
MANAGER,  
BUSINESS DEVELOPMENT



**John Pollock**  
CONSULTANT,  
BUSINESS  
DEVELOPMENT



**Josh Taylor**  
BUSINESS  
DEVELOPMENT  
COORDINATOR



**Sandra Zarate**  
BUSINESS SUPPORT  
SPECIALIST

The LEDC employs experienced professionals who provide information, advice, and assistance to growing London businesses and foreign investors.





# VISION | MISSION

Grow our economy through attraction of new investment, acceleration of local business, and building stronger workforce capacity.

	EXPANSIONS AND ATTRACTIONS	JOB ADDED	GRANTS AND SUBSIDIES		FACILITATED CREATION OF
2020	\$ 79M	820	\$ 19M	SINCE INCEPTION IN 1998	24K NEW JOBS
2021	\$ 173M	1950	\$ 79M		\$ 2.8B NEW INVESTMENTS
					\$ 22+M ANNUAL PROPERTY TAX REVENUE

For over 23 years the London Economic Development Corporation (LEDC) has been successful in attracting new employers to London, as well as assisting hundreds of companies with local expansions.

The impact of Covid-19, ongoing changes in, the global investment climate, demographics shift, gaps in the local labour market, and changing client needs have necessitated a fresh look at LEDC's programming and strategic plan.

LEDC's goal is to continue developing economic activities across targeted industry sectors, leading to job creation through attraction, retention, and workforce development.

The LEDC is governed by an independent board, comprised of accomplished business and community leaders.

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## BOARD OF DIRECTORS

**Aaron Atcheson**  
PARTNER  
MILLER THOMSON LLP

**James Crich**  
PRESIDENT  
AUBURN DEVELOPMENTS  
INC.

**Ed Holder**  
MAYOR  
CITY OF LONDON

**Lynne Livingstone**  
CITY MANAGER  
CITY OF LONDON

**Cathy Siskind-Kelly**  
CO-OWNER  
BLACK FLY BEVERAGE  
COMPANY

**Doris Bitz**  
PRESIDENT, RETAIL  
DESSERT HOLDINGS

**Peter Devlin**  
PRESIDENT  
FANSHAWE COLLEGE

**Kapil Lakhota**  
PRESIDENT AND CEO  
LEDC

**Michael Schmalz**  
PRESIDENT  
DIGITAL EXTREMES

**Lynn Smurthwaite-  
Murphy**  
CEO  
PLUGABLE TECHNOLOGIES

**Stephen Bolton**  
PRESIDENT & CEO  
LIBRO CREDIT UNION

**Lisa Harrison**  
CHIEF OPERATING &  
PRIVACY OFFICER  
ALIMENTIV INC.

**Andrew Lit**  
GENERAL MANAGER  
BROSE CANADA

**Dr. Alan Shepard**  
PRESIDENT & VICE  
CHANCELLOR  
WESTERN UNIVERSITY

# STRATEGIC FUNCTIONS

LEDC has set the following broad strategic functions in order to achieve the above goals.

## Grow

Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.

## Invest

Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

## Talent

Assist employers in connecting with various talent pools and develop better capacity to recruit and retain workforce.

## Engage

Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.

## KEY ORGANIZATIONAL OBJECTIVES

**Facilitate** growth of a knowledge, technology, and innovation-based economy.

**Champion** positive and collaborative economic narrative within the city.

**Develop** bold, creative, and future-focused initiatives to target new investment opportunities and to help accelerate growth of local companies.

**Collaborate** with other organizations on a unified “London FIRST” approach, identify gaps in service offerings, and reduce overlap to better serve local companies.

**Attract** new business and foreign direct investment to London, and assist those companies with navigating government programs, regulatory approvals, and connecting with the local business environment.

**Collaborate** with other agencies on core area recovery and revival efforts

**Build** robust workforce capacity, improve our labour force participation, and find innovative ways to connect employers to talent.

## KEY SUCCESS DRIVERS

### 1. Clusters

Design creative ways to grow our key clusters through diversification, industry events, research and development, infrastructure investments, skills training, and access to financing.

### 2. Infrastructure

Work with various groups responsible for infrastructure development, such as the Industrial Land Development team and Planning Division at the City to support the development of market-ready infrastructure.

### 3. Workforce

Facilitate effective labour matching for employers, through attraction of new talent, retention of skilled graduates, and engagement of experienced workforce.

### 4. Culture

Collaborate with organizations such as Downtown London, Tourism London & RBC Place to animate downtown spaces, attract new cultural activities and contribute to the development of an exciting, energetic and engaging brand for London.

# SECTORAL FOCUS

Advanced Manufacturing | Agri-Food and Beverage Processing | Digital Media and Tech | Health

LEDC acts as a catalyst for economic growth in the city. We help attract new investment, jobs and infrastructure to the city, which in turn creates additional jobs through supply chain benefits, service industry and more. This multiplier effect creates significant wealth and prosperity for Londoners.



## SECTORAL FOCUS

# ADVANCED MANUFACTURING

**Objective:** Diversify London's industrial cluster by developing new manufacturing niches such as electric mobility, lightweighting and automation by leveraging existing manufacturing skills in the region as well as the training capacity at local education providers.

**500+**  
**COMPANIES**

**34,300+**  
**EMPLOYED**

## SECTORAL FOCUS

# ADVANCED MANUFACTURING

With more than 34,300 employees and 500 companies, the advanced manufacturing sector in London represents approximately 11% of all employment in the region. Defense and composite material-based products are driving growth in this sector, as well as the automotive and transportation industries.

London's advanced manufacturing companies are focusing on automation, robotics and technology to produce high-value products, as well as diversifying the sector through industries such as aerospace, sporting goods, and building products.

In 2021 LEDC assisted a number of companies to buy land and make London home. LEDC also assisted with dozens of manufacturing expansions. The annual Manufacturing Matters conference was able to bring the sector together virtually.



## SECTORAL FOCUS

# AGRI-FOOD PROCESSING

Continue building on our reputation as the premier provincial site for food processing investment and job creation opportunities as well as support incubation and scale up of smaller food processing business through collaborations with Western Fair's The Grove, Small Business Centre and RH Accelerator.

**60+**  
**COMPANIES**

**6,000+**  
**EMPLOYED**



## SECTORAL FOCUS

# AGRI-FOOD PROCESSING

Convenient access to raw materials including fresh water and major markets has historically been among the leading reasons for attracting agri-food companies.

London continues to enjoy a spectacular record of growth in our Agri-Food cluster, which now has more than 60 companies employing over 6,000 people, focused in baked goods, meat production, frozen desserts, spices honey, alcoholic beverages and more.

There are tremendous supply chain benefits that arise from new food and beverage processing operations, including raw material processors, temperature controlled logistics, food grade packaging, and specialized automation equipment.

London has successfully landed new food companies such as Aspire Food Group and Maple Leaf Foods and supported several large expansions. There has been a lot of activity with local food entrepreneurs starting micro-breweries, health foods and fermented products. With the successful launch of Western Fair's The Grove, London now has a dedicated food and beverage incubation facility with equipment, resources, mentorship and programming.

## SECTORAL FOCUS

### DID YOU KNOW?

Over the last 10 years there's been a strategic move to diversify our Advanced Manufacturing sector to include more agri-food and beverage processing companies. This diversification provides more stability in our economy, as well as opens the sector up for more diversity, inclusion, and equitable employment opportunities.

#### CLUSTER INCLUDES



## SECTORAL FOCUS

# DIGITAL MEDIA AND TECH

Develop a strong pipeline of technology startups and scaling companies; take leadership in creating a niche cluster of film, television and digital media.

**300+**  
**COMPANIES**

**9,000+**  
**EMPLOYED**

## SECTORAL FOCUS

# DIGITAL MEDIA AND TECH

London is a key digital content, interactive technology and large digital game development centre in Ontario. The city has more than 300 technology companies, employing over 9,000 people focused in interactive game development, automation and productivity software, cyber security, healthcare IT and SAAS. The RH Accelerator's addition of private sector capital, programs and services to this sector and a number of high profile acquisitions and equity investments have raised London's visibility on the tech map.

LEDC worked with a number of digital creative companies in 2021, to connect them to talent, capital, infrastructure, and training. In addition, LEDC collaborated on industry-focused events, such as, Deloitte's Technology, Media and Telecommunications Predictions, and a Forest City Film Festival networking event to connect tech experts to filmmakers.

## SECTORAL FOCUS

### DID YOU KNOW?

London is home to some of the fastest growing technology companies and top places to work in Canada.

CLUSTER INCLUDES



**DIEBOLD**  
**NIXDORF**

**J.D. POWER** | **AUTODATA**  
SOLUTIONS

**tbk**



**PSD** RESEARCH  
CONSULTING  
SOFTWARE

**CARFAX**

**INFO~TECH**  
RESEARCH GROUP

**TACTIC**  
STUDIOS

 **paystone**

## SECTORAL FOCUS

# HEALTH

Improved commercialization of health technologies through stronger partnerships with Western University and Fanshawe College; better engagement with early-state companies with scaleable potential through our Founders program.

**60+**  
**COMPANIES**

**21,000+**  
**EMPLOYED**

## SECTORAL FOCUS

# HEALTH

London's Health Care sector employs more than 21,000 people, primarily at front line health care delivery organizations and research institutes. Areas of expertise include biomedical, biotechnology, medical devices, clinical trials, medical imaging, xenotransplantation, and advanced robotic surgery.

LEDC worked with research and commercialization partners to assist with new start-up and scale up activity and to refer businesses to London's various research and development capabilities.

The arrival of ANVO Pharma Group and several local expansions such as Alimentive and Diagnostics Biochem Canada have sparked a new interest and capacity in this sector.

### CLUSTER INCLUDES



# DID YOU KNOW?

## Medical firsts happen here in London.

### **1920 Dr. Frederick Banting**

puts to paper his 25-word hypothesis that leads to the discovery of insulin.

---

### **1987 WORLD FIRST**

Pacemaker cardioverter defibrillator (PCD) is implanted at **University Hospital**.

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### **1997 WORLD FIRST**

Transplantation of the liver, bowel, stomach, and pancreas into a five-month old infant, the youngest recipient of a multi-organ transplant at **LHSC**.

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**2012 WORLD FIRST** Research led by **Western University's Dr. Kang** (supported by Sumagen Canada) results in the first and only preventative HIV vaccine based on genetically modified killed whole virus proceeding to human clinical trials.

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**2012 WORLD FIRST** Research led by **Dr. Adrian Owen** of **Western University's Brain and Mind Institute** makes history by discovering a way to communicate with patients in a vegetative state through brain imaging.

---

### **2018 WORLD FIRST**

LHSC surgeons performed first robotic aortic valve replacement on patient using da Vinci robot.

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### **2019 FIRST IN ONTARIO**

Ontario's first paediatric robot-assisted stereoelectroencephalography (SEEG) performed by the Paediatric Epilepsy Program at Children's Hospital at London Health Sciences Centre (LHSC).

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**2021 TOP 10 Lawson Health Research Institute** has ranked eighth in the country for the 2021 edition of Canada's Top 40 Research Hospitals List by Re\$earch Infosource.

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# STRATEGIC OBJECTIVES

Grow | Invest | Talent | Engage

The LEDC's activities are driven by four strategic objectives – to accelerate business growth, attract new investments, connect employers to talent, and engage with local, national, and international audiences about what's new and exciting in London.

From training workshops and programs to events, all of the LEDC's initiatives are driven by these objectives and are established for London's largest and fastest growing sectors.

As companies increasingly seek skilled talent to support their business growth, workforce development will remain a key priority for the LEDC over the coming years.



## STRATEGIC OBJECTIVES

### GROW

Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.

The LEDC offers existing London businesses a comprehensive suite of services designed to facilitate sustainable long-term growth.

Our staff assist local companies with supply chain development, market research, feasibility studies, building local partnerships, and other services that build sustainable clusters.

#### **KEY FOCUS OF THIS PORTFOLIO INCLUDES:**

Scale-up | Retention | Cohesion

# STRATEGIC OBJECTIVES

## GROW

	RETENTION FILES*	JOBS	ACTIVE EXPANSION FILES	COMPANIES	REFERRALS
2020	3	50	36	611	2,164
2021	4	406	27	832	1,735

\*Includes companies that have requested LEDC support for employee and business retention.

Referrals we often make: Small Business Centre, City of London, Export Development Canada, TechAlliance & many more.

### COMPANIES WORKED WITH



## STRATEGIC OBJECTIVES

### INVEST

Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

Initiatives in this portfolio focus on developing new investment and job creation opportunities in target markets best suited to match with London's key sectors. When appropriate, LEDC's attraction activities are coordinated with Federal and Provincial investment and trade representatives.

#### **KEY FOCUS OF THIS PORTFOLIO INCLUDES:**

Funnel | Support Hub | Infrastructure

# STRATEGIC OBJECTIVES

## INVEST

	RETENTION FILES*	JOBS	ACTIVE EXPANSION FILES	COMPANIES
2020	2	134	55	3
2021	4	132	71	15

### COMPANIES WORKED WITH





## STRATEGIC OBJECTIVES

### INVEST

#### HIGHLIGHTS

# Maple Leaf Foods

Though the project was landed years ago, their presence in London has precipitated numerous other businesses to set up in the city, such as Pollux out of Brazil, Ryder Trucking, food distribution partners, as well as business opportunities for equipment manufacturers, service providers and logistics companies. An investment the size of Maple Leaf Foods in London has a ripple effect throughout the industrial sector for years if not decades. Many local companies have benefited. Many new companies have arrived.

## STRATEGIC OBJECTIVES

### TALENT

Assist employers in connecting with various talent pools and develop better capacity to recruit and develop London's workforce.

LEDC has been recognized as being one of the first economic development agencies in Canada with a dedicated Workforce Development focus. The overall mandate of this portfolio is to work with the business development team and provide workforce development services to their clients, which help support expansions and growth. We connect employers to education institutions, employment support agencies, key contacts in the community, in-person and virtual Job Fairs, employer workshops on a variety of topics, and other information sessions. Sessions for pre-arrival

#### **KEY FOCUS OF THIS PORTFOLIO INCLUDES:**

Employers | Newcomers | Post Secondary

# STRATEGIC OBJECTIVES

## TALENT

	EXTERNAL JOB FAIRS	EMPLOYER & JOBSEEKER CONSULTATIONS	WORKFORCE PROJECTS		AVERAGE NO. OF COMPANIES	AVERAGE NO. OF JOB TITLES
2020	12	1,213	25	2021	67	325
2021	11	1,290	26		43	227



London Tech Jobs and London Manufacturing Jobs are free portals to help employers promote their open digital creative, technology and manufacturing jobs.

### TALENT INITIATIVES



Facilitated two London & Area Works Job Fairs which also includes a 13 part series on CTV London.



Worked with Kings on a signature program called the Kings Promise. This initiative guarantees students meaningful employment within their first six months post-graduation.



LEDC is the referral partner for area companies to access the federal Global Talent Stream helping growing companies obtain **Dedicated Service Channel** support from Immigration, Refugees and Citizenship Canada and referral support for **Category A Talent** to access unique and specialised foreign nationals.





## STRATEGIC OBJECTIVES

### TALENT

#### HIGHLIGHTS

## Knighthunter + LEDC

With the assistance of Knighthunter, our Job Portals connect directly to [www.londontechjobs.ca](http://www.londontechjobs.ca) and [www.londonmfgjobs.com](http://www.londonmfgjobs.com) directly to those at Western University and Fanshawe College increased employer participation and brought London companies more to the attention of post-secondary talent and alumni.

“*Through collaborating with our partners, Fanshawe College is excited about creating more employment opportunities for our students and graduates while contributing to our communities economic recovery*”

DARLENE O'NEILL  
Director,  
Employment and Student Entrepreneurial Services  
Fanshawe College

## STRATEGIC OBJECTIVES

### ENGAGE

Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.

The engage portfolio champions positive economic dialogue within the city, raises visibility for job creation opportunities, and supports all internal and external activities across our target sectors and strategic focus areas of business.

LEDC's engage team provides marketing and communications support to LEDC clients, and collaborates with community organizations to develop, deliver, and support events for London's key sectors.

#### **KEY FOCUS OF THIS PORTFOLIO INCLUDES:**

Brand | Inform | Collaborate

## STRATEGIC OBJECTIVES

# DON'T TELL TORONTO



The Don't Tell Toronto marketing campaign has gone viral on major sites like Narcity, BlogTO and Reddit. (Feb 14 to Feb 20, 2021)

### THE ISSUE AT HAND

Access to qualified talent is the number one barrier to growth for London companies.



## Speak

FACEBOOK AND INSTAGRAM ADS  
# OF TIMES VIEWED

881,015

DON'T TELL TORONTO.CA  
PAGE VIEWS

72,884

FORM SUBMISSIONS  
FROM WEBSITE

400+

# STRATEGIC OBJECTIVES

## ENGAGE

		INBOUND ENQUIRIES	PAGEVIEWS TO LEDC.COM			MEDIA HITS	SOCIAL ENGAGEMENTS
2021	2020	128	231K	2021	2020	117	54.8K
		578	247K			113	71.5K

		NEWSLETTER NEW SUBSCRIBERS	NEWSLETTER ENGAGEMENTS			EVENTS HOSTED	COMMUNITY NEWS & EVENTS PROMOTED
2021	2020	153	2400	2021	2020	13	819
		12	22.6K			21	414
		CAMPAIGNS	OPENS				EVENTS

### # OF SOCIAL MEDIA FOLLOWERS GAINED

2021 + 1,701     | 15 COMMUNITY COLLABORATIONS

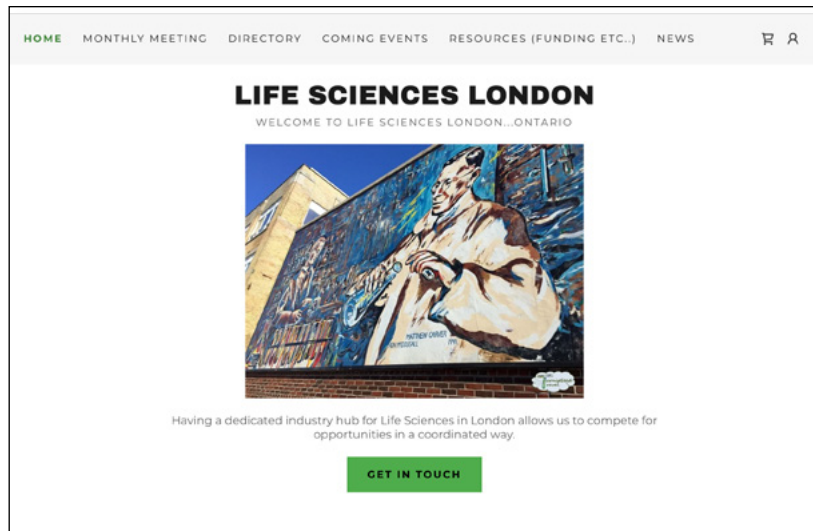
## STRATEGIC OBJECTIVES

### ENGAGE

#### HIGHLIGHTS

## LifeSciencesLondon.ca

London has great strengths in medical research and innovation capacity. The successful launch of Life Sciences London strategically brings the life sciences sector together to harness the potential for commercialization and job creation opportunities. Participants include scaling companies, institutions, ecosystem supporters, experienced business leaders, and interested individuals from all over southwestern Ontario.



# COLLABORATIONS & PARTNERSHIPS



Working together to provide support including, Industrial Lands promotion and strategy, the choose London Newcomers strategy, Jobs Now Network to connect employers

to talent and the Skills Advance Ontario pilot project. Collaborating with Downtown London, Small Business Centre, Old East Village on the Core Area Action Plan (CAAP).



Partnering to advance London's niche aerospace cluster through joint land

development, pitches to airlines, and aviation businesses.



Supporting many Chamber events and initiatives, including the new London book.



Partnering to highlight local solutions and industry sectors, through ongoing events such as Manufacturing Matters in a virtual setting and our Holiday Open House.



Partnering on the London & Area Works initiative video series, which puts a spotlight on unique products manufactured in the London region.



Along with other partners such as Excellence in Manufacturing we delivered our annual Manufacturing Matters conference virtually.

Virtual niche events focused on exporting, food and beverage processing as well as Covid best practices where also held virtually.



As the regional supporter for the London Chapter, LEDC helps WCT deliver local events and workshops that are valuable to the digital creative sector.



Chance to work closely with Workforce Planning and Development Board | Elgin, Middlesex, Oxford





**the grove.**  
HARVESTING INNOVATION

Initiating an important partnership with Libro Credit Union and supporting London's new agri-business incubator at the Western Fair District and referring clients to access space, resources, and connections to accelerate business growth.



Collaborated with Western and affiliates Kings, Brescia and Huron on international recruitment strategies and career fairs.



Connecting early-stage companies in London's digital creative sector to access space, mentors, investors, and resources at the accelerator.



Delivering multi-phase food and beverage programming to support agri-food entrepreneurship.



Signed a formal partnership MOU, that includes participating in program advisory committees, actively reporting on new programs, international recruitment. Momentum series online.



It's now easier for students and recent grads to connect with local employers and employment opportunities through a one post system. The London Economic Development Corporation (LEDC), Knighthunter, Outcome Campus Connect (OCC), Western University, and Fanshawe College, have joined forces to accelerate the regional economy while supporting job-seeking recent graduates. Through this strategic partnership, Knighthunter.com has connected the LEDC's industry-specific job boards with Outcome Campus Connect and is now using OCC's application programming interface to empower London-based employers to directly reach and recruit student and recent graduate talent from Western University and Fanshawe College.



Partnered to develop and deliver Smashing Barriers- Breaking and Building for Everyone, an event that promotes and celebrates International Women's Day. Great strides have been made since the inception of International Women's Day in 1909, but the work is just beginning. This day marks a moment to reflect on triumphs, celebrate the power, acknowledge the shortcomings and plan for strategies of change as we revere women. The International Women's Day 2022 theme, #BreakTheBias, captures what we embrace and work to emulate each and every day in our lives, work and community.



Working with Tourism London to support events and initiatives as well as collaborating on the successful bid to host the 2022 EDCO regional conference in 2022

# STRATEGIC INITIATIVES

## **INDUSTRY COLLISIONS**

The LEDC collaborated with The Forest City Film Festival, Deloitte Canada, London Region Manufacturing Council and others to deliver virtual industry events in 2021, which are creating networking and business-to-business opportunities among local companies.

## **LONDON & AREA WORKS**

In 2021 the community partners involved in this project - CTV London, City of London, LEDC, Elgin County, Employment Ontario, Future Oxford, and Local Employment Planning Council - virtually hosted two Virtual Job Fairs that attracted 1600 jobseekers to meet hiring employers and community services. Jobseekers were provided preparatory workshops and advice on how to succeed in a virtual environment and were introduced to free employment services that can help them prepare for post pandemic opportunities.

## **REGIONAL ALLIANCES**

The LEDC participates in two pan-regional alliances, with the Ontario Food Cluster (OFC) and Ontario Manufacturing Communities Alliance (OMCA). We work with other municipalities in Ontario to market Ontario and serve as a one-stop shop for potential foreign investments. LEDC is also a member of the Consider Canada City Alliance (CCCA) where Canada's 13 largest cities coordinate investment attraction activities with the Federal government.



# FILM LONDON

Website launched


Film London collaborated with the Forest City Film Festival – (OSCC project pitch)



FILM LONDON  
ONE STOP. FOR REEL.

WEBSITE FILM DATABASES		FILM LOCATION TOURS
LOCATIONS	RESOURCES	
94	70	4
23	63	15
TALENT/PERFORMERS	CREW	FILM PROJECTS

# OF SOCIAL MEDIA FOLLOWERS GAINED

+ 386    

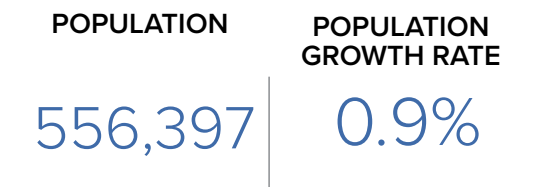
# ECONOMIC INDICATORS

Successful outcomes for LEDC go beyond job creation and investment attraction. The efforts of our team have a very high multiplier effect in the community and impacts many lives in London.



ANNUAL DEMOGRAPHIC ESTIMATES  
BY LONDON CENSUS METROPOLITAN AREA (CMA)

CHART 3



A census metropolitan area (CMA) or a census agglomeration (CA) is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CMA must have a total population of at least 100,000 of which 50,000 or more must live in the core.

SOURCE: STATISTICS CANADA POPULATION ESTIMATE AS OF JULY 1 2021

GROSS DOMESTIC PRODUCT (IN MILLIONS)

CHART 2

	2014	2015	2016	2017	2018	2019	2020	2021
<b>GDP</b>	20,393	20,749	21,071	21,471	21,800	21,568	22,410	24,602

SOURCE: THE CONFERENCE BOARD OF CANADA

## EMPLOYMENT LONDON CMA (IN THOUSANDS)

	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Total Employed</b>	<b>240.4</b>	<b>243.0</b>	<b>252.0</b>	<b>245.9</b>	<b>245.8</b>	<b>252.9</b>	<b>251.2</b>	<b>252.4</b>	<b>282.7</b>
<b>Goods-Producing Sector</b>	48.5	48.4	53.8	53.5	51.3	52.8	55.2	57.1	58.6
<b>Agriculture</b>	3.1	3.5	3.8	3.3	3	2.4	2.3	4.5	2.9
<b>Construction</b>	16.4	16.4	16.8	15.3	16.5	17.4	17.6	20	20.3
<b>Manufacturing</b>	27.4	27.1	32.0	33.4	29.8	31.7	34.3	31.3	33.9
<b>Services-Producing Sector</b>	191.8	194.6	198.1	192.4	194.5	200.1	196.0	195.3	224.1
Trade	39.7	37.2	37.2	32.1	37.2	42.5	37.4	31.5	37.2
Transportation & Warehousing	11.2	11.8	9.8	10.7	9.9	11.4	10.9	12.7	12.4
Finance, Insurance, Real Estate & Leasing	17.0	16.4	18.4	16.4	17.1	15.9	18.1	18.9	21.2
Professional, Scientific & Technical Services	13.8	12.6	14.6	16.3	16.6	14.8	17.0	19.8	20.0
Business, Building & Other Support Services	11.2	12.0	15.0	12.5	13.4	12.3	10.7	8.9	12.7
Educational Services	18.1	22.5	22.6	22.4	23.1	22.1	21.7	22.6	27.1
Health Care and Social Assistance	37.8	36.7	35.8	38.2	38.1	38.5	37.5	38.6	45.8
Information, Culture & Recreation	8.9	10.0	7.1	9.6	7.8	8.4	8.2	9.2	8.9
Accommodation & Food Services	17.7	17.4	19.0	19.0	17.1	17.8	15.1	14.7	17.3
Other Services	7.8	8.2	8.9	8.7	7.6	9.5	10.1	8.8	10.4
Public Administration	8.6	9.9	9.8	6.5	6.5	7.0	9.3	9.4	11.0

SOURCE: STATISTICS CANADA TABLE 14-10-0098-01

LONDON ECONOMIC DEVELOPMENT CORPORATION | LEDC

40

LONDON HOUSING PRICES (AVERAGE)

	BUNGALOWS	CONDOMINIUMS	AGGREGATE
<b>London</b>	\$710,700	\$410,600	\$479,453

SOURCE: ROYAL LEPAGE HOUSE PRICE SURVEY, Q1-Q4, 2021 (ONLY London)  
 NATIONAL HOUSE PRICE COMPOSITE IN THE FOURTH QUARTER 2021, RLPNETWORK.COM

MEDIAN TOTAL INCOME  
 (ALL FAMILIES)

	2014	2015	2016	2017	2018	2019
<b>London</b>	\$78,050	\$80,570	\$81,800	\$83,880	\$86,860	\$88,240
<b>Canada</b>	\$78,870	\$80,940	\$82,110	\$84,950	\$87,930	\$90,390

## BUILDING CONSTRUCTION ACTIVITY (IN \$MILLIONS)

	2016		2017		2018		2019		2020	
	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE
<b>Residential</b>	2,859	\$872.28	3292	\$822.34	2,702	\$763.2	2,679	\$755.5	2,639	\$1,239.1
<b>Commercial</b>	533	\$186.12	435	\$154.17	502	\$141.6	546	\$115.3	546	\$106
<b>Industrial</b>	80	\$53.68	95	\$33.23	81	\$43.6	112	\$385.7	64	\$63
<b>Institutional</b>	203	\$289.82	175	\$108.39	236	\$53.9	191	\$97.1	178	\$203.6
<b>Other</b>	1,037	\$8.21	1,019	\$5.65	1,049	\$1.3	1,003	\$20.6	820	\$9.6
<b>Total</b>	<b>4,712</b>	<b>\$1.41B</b>	<b>5,014</b>	<b>\$1.12B</b>	<b>4,570</b>	<b>\$1.01B</b>	<b>4,531</b>	<b>\$1.3B</b>	<b>4,091</b>	<b>\$1.6B</b>

SOURCE: CITY OF LONDON, 2019.

## VACANCY RATES

	2014	2015	2016	2017	2018	2019	2020	2021
<b>Industrial</b>	9.2%	8.6%	7.4%	8.0%	5.1%	3.5%	1.5%	0.9%
<b>Office</b>	15.1%	14.3%	16.6%	16.9%	20.3%	19.2%	13.8%	16.1%

CBRE LIMITED, Q3, 2021



**London Makes the Difference**

# Diversity, Inclusion and Anti-Oppression Advisory Committee Report

5th Meeting of the Diversity, Inclusion and Anti-Oppression Advisory Committee  
April 21, 2022  
Advisory Committee Virtual Meeting - during the COVID-19 Emergency  
Please check the City website for current details of COVID-19 service impacts.

Attendance                      PRESENT: M. Buzzelli (Chair), W. Khouri, and M. Mlotha; A.  
Pascual (Committee Clerk)

ABSENT: H. Abu Karky, C. DuHasky, B. Hill, and B. Madigan

ALSO PRESENT: K. Arnold, A. George-Antone, A. Husain, A.  
Hussain, K. Koltun, and R. Morris

The meeting stood adjourned at 12:30 PM due to lack of  
quorum.



## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Lynne Livingstone, City Manager  
**Subject:** London Hydro Inc. 2021 Annual General Meeting of the Shareholder Annual Resolutions  
**Date:** June 7, 2022

## Recommendation

That, on the recommendation of the City Manager, the attached proposed by-law (Appendix “A”) entitled “A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc.” BE INTRODUCED at the Municipal Council meeting to be held June 14, 2022.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

June 23, 2021 – Strategic Priorities Policy Committee – Item # 3.2

#### 1.2 May 3, 2022 – Municipal Council Resolution

At its meeting held on May 3, 2022, Municipal Council resolved:

“That the following actions be taken with respect to the 2021 Annual General Meeting of the Shareholder for London Hydro Inc.:

a) the 2021 Annual General Meeting of the Shareholder for London Hydro Inc. BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 7, 2022, 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 2021 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 1, 2022, from G. Valente, Chair, Board of Directors, London Hydro Inc., with respect to this matter.”

### 2.0 Discussion and Considerations

#### 2.1 2021 Annual General Meeting

London Hydro Inc. is a corporation with share capital incorporated under the *Business Corporations Act, R.S.O. 1990 c. B.16*. London Hydro Inc. is managed by a Board of Directors appointed by The Corporation of the City of London as the sole shareholder.

The attached by-law (Appendix “A”) includes the Annual Resolutions of the Shareholder of London Hydro Inc. (Schedule “1”) which addresses the following matters that are required to be dealt with at an Annual Meeting pursuant to the Shareholder’s Declaration and the *Business Corporations Act*:

- a) receipt of the 2021 audited financial statements;
- b) appointment of the Auditor; and,
- c) election of the director.

## 2.2 Directors Requiring Election

The election of two (2) First Class Directors is required, as the term for Gabriel Valente and Jack Smit has ended.

The attached proposed by-law, which includes the Annual Resolutions of the Shareholder, does not include names of individuals for election of First Class Directors at this time and will be amended to reflect the decision of the Shareholder with respect to that matter.

The Shareholders Declaration does not limit the number of terms that a Director may serve.

## Conclusion

It is recommended that the attached proposed by-law (Appendix "A") entitled "A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc." BE INTRODUCED at the Municipal Council meeting to be held June 14, 2022.

**Prepared and Submitted by:** Michael Schulthess, City Clerk  
**Recommended by:** Lynne Livingstone, City Manager

**APPENDIX “A”**

Bill No.  
2022

By-law No. A.-

A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc.

WHEREAS London Hydro Inc. is a corporation incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16;

AND WHEREAS subsection 104(1)(b) of the *Business Corporations Act* provides that a resolution in writing dealing with all matters required by this Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of this Act relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of London Hydro Inc.;

AND WHEREAS Subsection 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 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. The Annual Resolutions of the Shareholder of London Hydro Inc. for the fiscal year ended December 31, 2021, attached as Schedule “1” are ratified and confirmed.
2. The Mayor and the City Clerk are authorized to execute the Annual Resolutions of the Shareholder ratified and confirmed under section 1 of this by-law.
3. This by-law comes into force on the day it is passed.

PASSED in Open Council on the 14th day of June 2022.

Ed Holder  
Mayor

Michael Schulthess  
City Clerk

First Reading – June 14, 2022  
Second Reading – June 14, 2022  
Third Reading – June 14, 2022

## SCHEDULE "1"

### LONDON HYDRO INC. (the "Corporation")

WHEREAS subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the "Act") provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following resolutions, signed by the sole shareholder of the Corporation entitled to vote thereon, are hereby passed pursuant to the provisions of the Act:

#### **FINANCIAL STATEMENTS**

It is hereby acknowledged that the balance sheet of the Corporation as at December 31, 2021, and the other audited financial statements, together with Auditors' Report, of the Corporation for the financial year ended on such date have been received by the undersigned shareholder of the Corporation.

#### **ELECTION OF DIRECTORS**

WHEREAS pursuant to an Amended and Restated Shareholder Declaration, as amended (the "Amended and Restated Shareholder Declaration"), the board of directors of the Corporation shall consist of seven directors, six of which shall be composed of various classes of directors, each serving for a three-year term, and the seventh member of the fourth class shall serve as the representative of the municipal council of The Corporation of the City of London;

AND WHEREAS the terms of the directors that are members of the first class expire at the annual meeting of shareholders held in 2022 pursuant to paragraph 4.4 of the Shareholder Declaration;

NOW THEREFORE BE IT RESOLVED THAT:

1. Each of the following persons, being directors that are members of the first class pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration, are hereby elected as a director of the Corporation to hold office for a term with the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<b><u>Class</u></b>	<b><u>Name of Director</u></b>	<b><u>Term</u></b>
First		the close of the annual meeting of the shareholders to be held in 2025 for the financial year ending December 31, 2024
First		the close of the annual meeting of the shareholders to be held in 2025 for the financial year ending December 31, 2024

#### **CONFIRMATION OF CONTINUING TERMS**

2. Each of the following persons, being directors that are members of the second, third and fourth class, as provided for below, pursuant to paragraph 4.4 of the

Shareholder Declaration, is hereby confirmed as having a term continuing until the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<u>Class</u>	<u>Name of Director</u>	<u>Term</u>
Second	Connie Graham	the close of the annual meeting of shareholders to be held in 2023 for the financial year ending December 31, 2022
Second	Guy Holburn	The close of the annual meeting of the shareholders to be held in 2023 for the financial year ending December 31, 2022
Third	Andrew Hrymak	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Third	Tania Goodine	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Fourth	Michael van Holst	the term ending November 14, 2022

### **APPOINTMENT OF AUDITORS**

3. KPMG LLP are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders or until a successor is appointed by the shareholder at such remuneration as may be fixed by the directors and the directors are hereby authorized to fix such remuneration.

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

#### **The Corporation of the City of London**

By: \_\_\_\_\_  
 Name: Ed Holder  
 Title: Mayor

By: \_\_\_\_\_  
 Name: Michael Schulthess  
 Title: City Clerk

# London Hydro

## Annual General Meeting

*For the Financial Year Ending  
December 31, 2021*

*June 7, 2022*



**London  
Hydro**



*...The pandemic and the ensuing economic lockdown of the past two years has impacted all of us. In spite of these challenges, London Hydro has remained steadfast in ensuring reliable and safe distribution of electricity to our customers...*

*London Hydro has been cognizant of the impact the pandemic has had on our customers and has taken real action to assist our community in various ways. London Hydro provided \$433,000 to the most vulnerable members in our community...*



# Board of Directors

- Gabe Valente, BA, BComm, CPA, CA  
*Chair*
- Connie Graham, BSc, ICDD  
*Vice-Chair*
- Andy Hrymak, BEng, PhD
- Tania Goodine, BA, MBA
- Jack Smit, CPA, CGA
- Guy Holburn, MA, PhD
- Michael van Holst, HBS, BEd

# Senior Management

- Vinay Sharma, PEng, PhD, FCAE, CDir  
*CEO*
- William Milroy, BSc, PEng  
*VP Engineering & Operations*
- David Arnold, BSc, MAcc, CPA, CA  
*CFO, VP Finance & Corporate Secretary*<sup>156</sup>
- Syed Mir, BSc  
*CIO & VP Corporate Services*
- Elizabeth Carswell, BA, MA, BEd  
*Sr. Director Human Resources*



# A Successful Year For London Hydro Despite Business Disruptions

*Leaders in Award-Winning  
Technology and Innovation*

&

*Strong Financial Performance*



Financial Highlights (\$ in millions)	2021 Actual	2020 Actual
Distribution Revenue	73.7	70.2
Net Earnings	20.5	5.6
Average Return on Shareholder's Equity	11.1%	3.1%
<b>Annual Investments</b>		
Capital Assets	37.4	43.8
<b>Financial Position:</b>		
Total Assets	521.9	514.4
Shareholder's Equity	191.5	174.9
<b>Distributions to the City of London:</b>		
Dividends Declared	5.0	5.0
<b>S&amp;P Credit Rating</b>	<b>A/Stable A/Stable</b>	

\*Without mark-to-market unrealized adjustment,  
15 net earnings are \$10.2M and RoE is 5.6%.

# Strong Balance Sheet: Well-timed Debt Arrangements

- \$200M total debt
  - \$85M with TD Bank maturing June 30, 2032 at a fixed rate of 1.53% + 0.44% stamping fee for an all-in rate of 1.97%
  - \$40M with RBC maturing June 30, 2022 at a fixed rate of 2.7% + 0.28% stamping fee for an all-in rate of 2.98%
  - \$85M with RBC maturing June 30, 2022 at a fixed rate of 2.46% + 0.36% stamping fee for an all-in rate of 2.83%
  
- A future contract has been signed with TD for \$125M commencing on June 30, 2022 with a maturity date of June 30, 2032 at a fixed rate of 1.69% + 0.44% stamping fee for an all-in rate of 2.13%

# London Hydro Fulfills All Shareholder Objectives

## 1. Strong Growth in Shareholder Value

- Competitive Rate of Return: 5.6% RoE (Deemed RoE 6.9%), excluding mark-to-market adjustment
- Net assets growth of 4.9%
- Sustained Annual Dividend to the City of \$5M
- Since incorporation, \$221M cash flow provided to the Shareholder

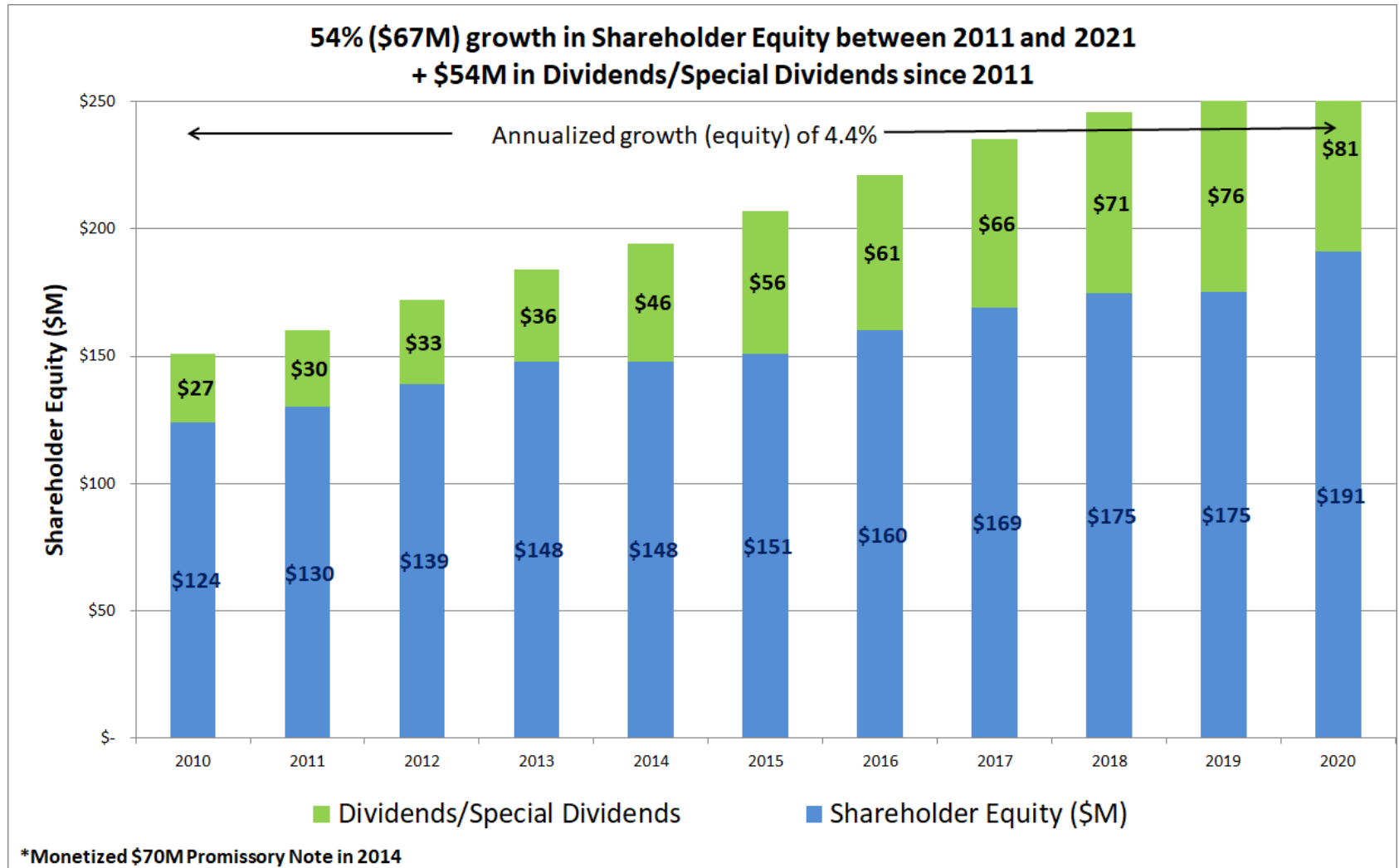
## 2. Caring for our Customers

- Cost and rates are again in the lowest quartile among Ontario utilities
- Consistently high quality and reliability of service
- High customer satisfaction – 94% for residential and small business customers
- Continued prudent capital infrastructure investment – modernizing the grid

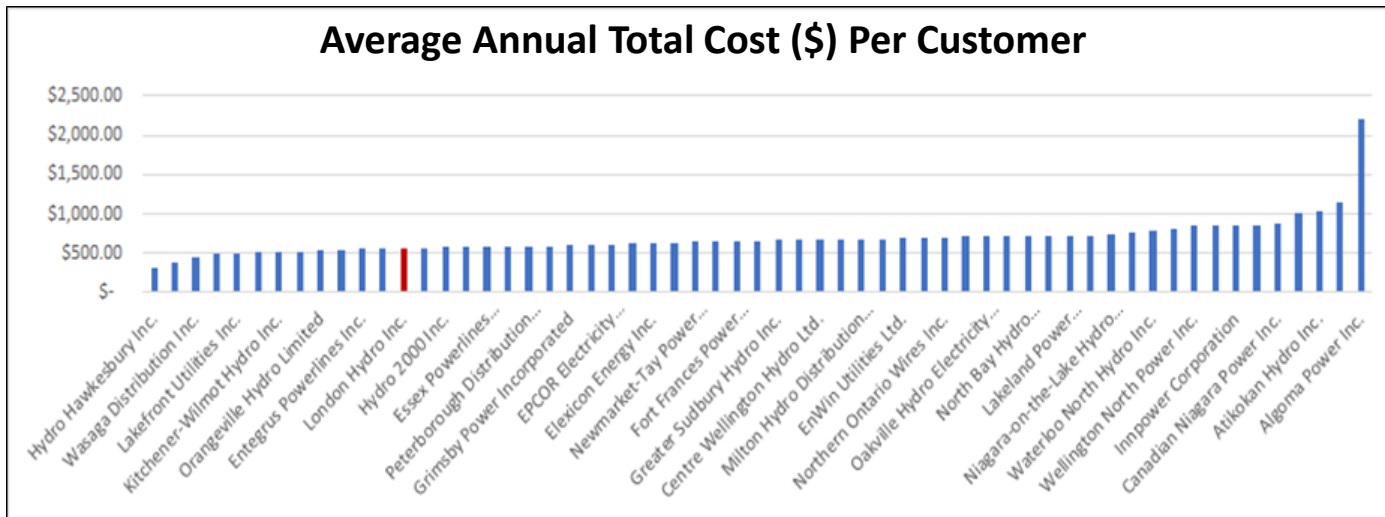
## 3. Industry-Leading Innovation

- CS Week's award for Innovation in Digital Customer Engagement
- EDA award for Customer Service Excellence
- Canada's Clean16 Top Sustainability Leaders award

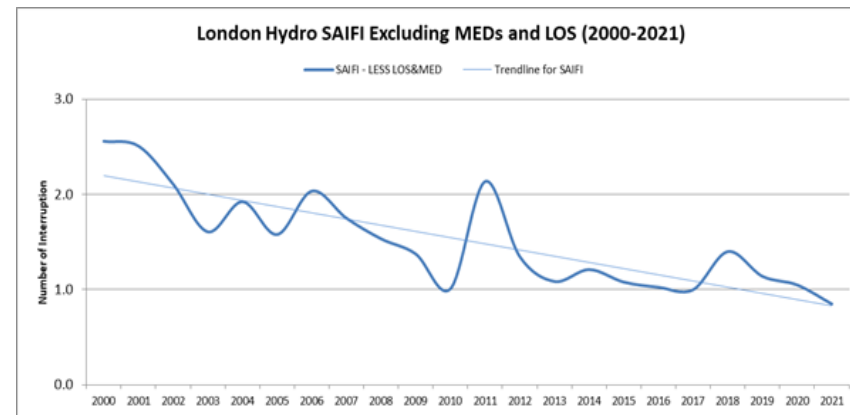
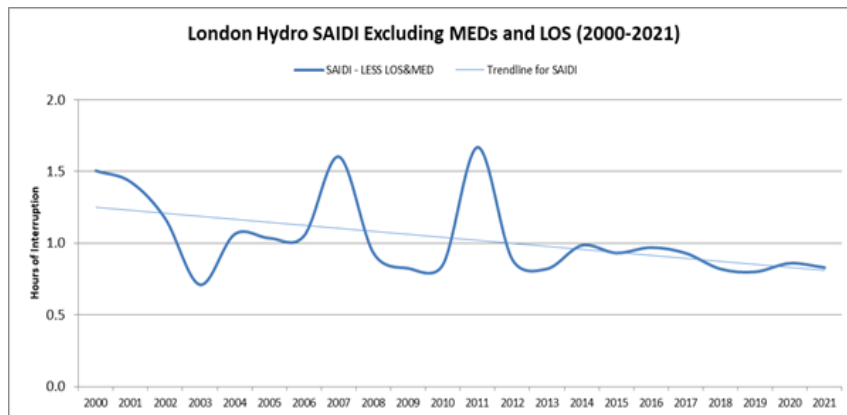
# Growing Shareholder Value



# London Hydro is a Low Cost and High Reliability Utility



## High Reliability

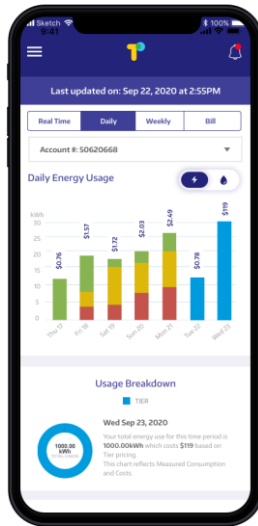
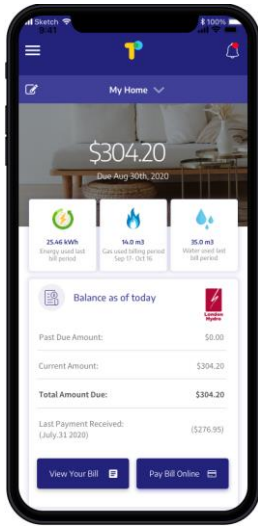


**Notes:**

SAIFI – System Average Interruption Frequency Index  
 SAIDI – System Average Interruption Duration Index

LOS – Loss of Supply  
 MED – Major Event Days

# 2021 Enhanced Customer Engagement



NOTIFICATION TYPE	EMAIL	SMS/TEXT
<b>Outage</b> Where possible we will notify you if there is an outage affecting your electric service.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Outage Restoration Time</b> Where possible, you will be notified of any changes in the expected time that power will be restored.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Overdue Payment Notifications</b> When possible, you will be notified if \$100 or more is past due.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>High Electricity Usage Alert</b> You will be notified if your weekly usage is more than your notification threshold. Click here to configure the notification threshold. (Your current alert threshold is 2 times your weekly average)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Continuous Water Flow</b> You will be notified if there is continuous flow of water. Click here to configure the notification threshold. (Your current alert threshold is 12 hours of continuous usage)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>High Water Consumption</b> You will be notified if your monthly usage is more than your notification threshold. Click here to configure the notification threshold. (Your current alert threshold is 20 m <sup>3</sup> )	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Low Water Consumption</b> You will be notified if your monthly usage is less than your notification threshold. Click here to configure the notification threshold. (Your current alert threshold is 5 m <sup>3</sup> )	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## DIGITAL CUSTOMER STATISTICS



12,424

MOVE-IN/MOVE-OUT/TRANSFER  
Online Self Serve



74,750

PAPERLESS ACTIVE SUBSCRIBERS



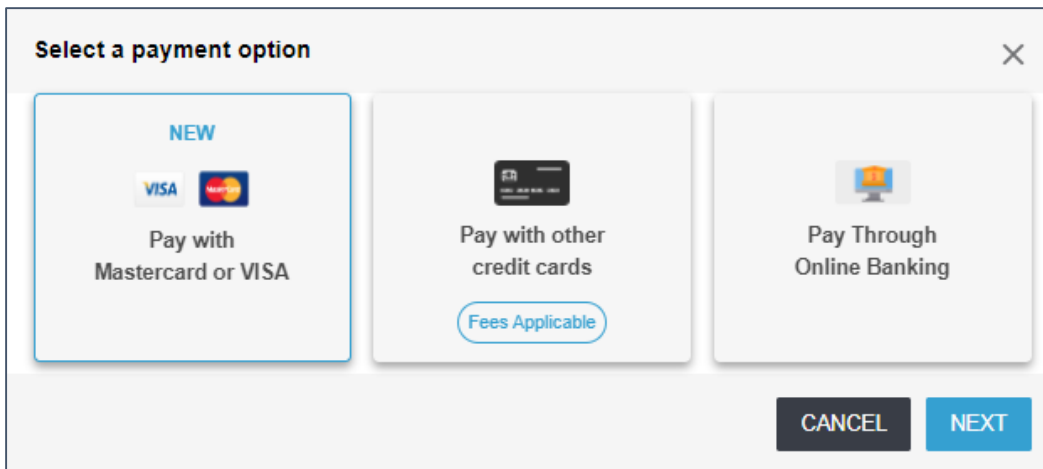
25,585

NOTIFICATION SUBSCRIPTIONS



93,519

MyLH ACTIVE ACCOUNTS



35,736

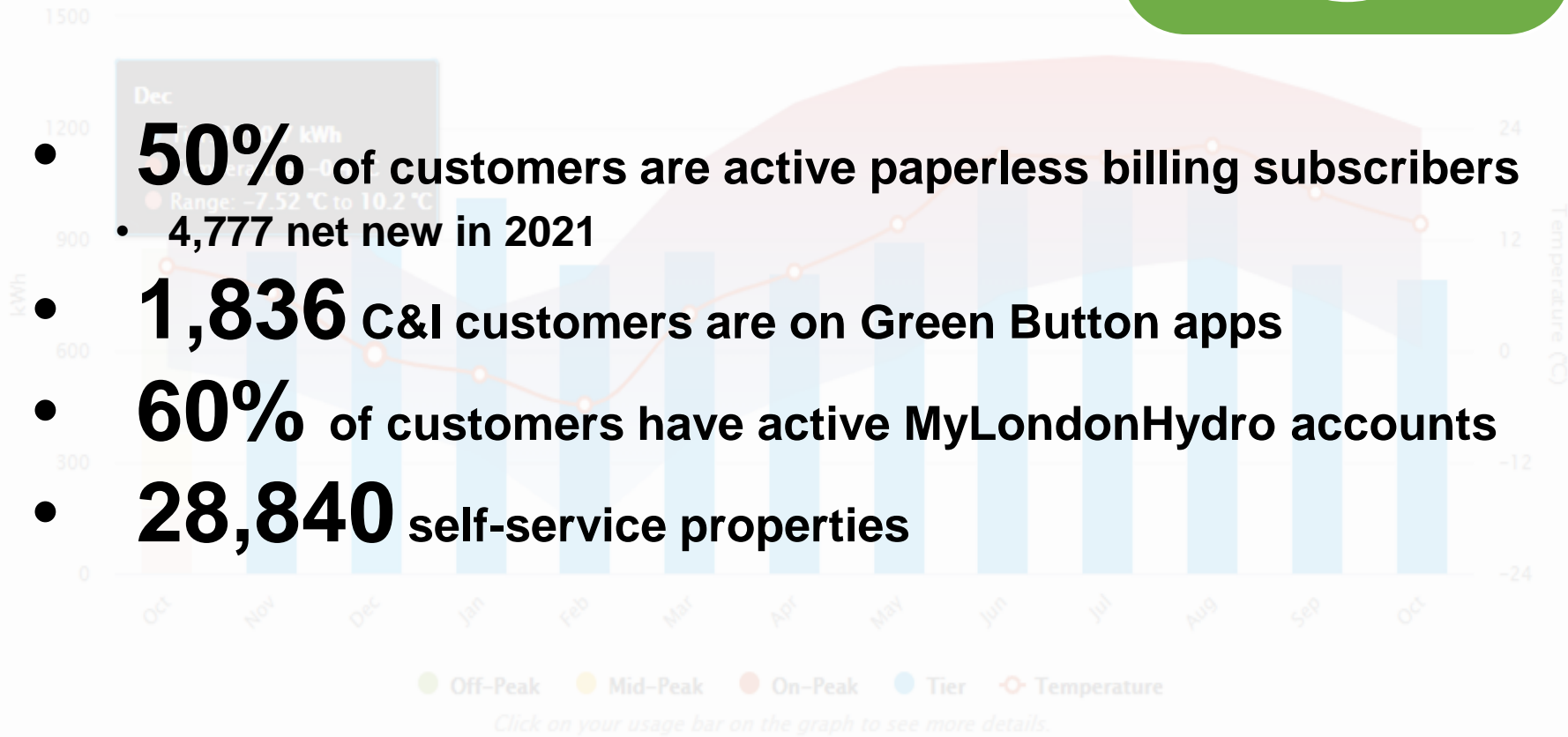
MyLH CREDIT CARD PAYMENTS

162

# Digital Utility Vision

DIGITAL CUSTOMERS – Customer Engagement Tools

USAGE DATA  
SOURCED FROM



- **50%** of customers are active paperless billing subscribers
- **4,777** net new in 2021
- **1,836** C&I customers are on Green Button apps
- **60%** of customers have active MyLondonHydro accounts
- **28,840** self-service properties

[About This Data](#)



# Digital Utility Vision – cont'd

**London Hydro's commitment and investment in Green Button Technologies validated by Ontario's mandate for Green Button Implementation across electricity and natural gas sectors.**

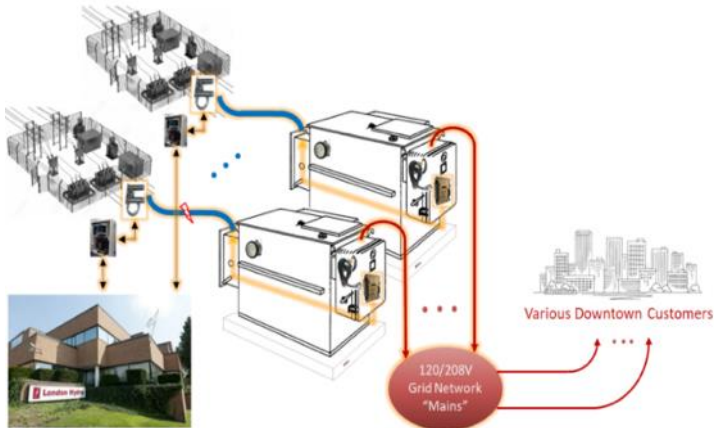


Green Button Mandate for Ontario - Supporting Ontario's commitment to Green Button Implementations across Electricity and Natural Gas utilities:

- November 1, 2021 - Ministry announcement hosted at London Hydro
- Support of OEB regulation through participation in task-force and overall support of ministry's journey through knowledge transfer and supporting data
- Enwin, Festival Hydro and Enbridge representation during event outlining their support and commitment to Green Button
- North America wide media coverage e.g. CTV News, Toronto Star, Global News, Power Grid International, Quinte News, etc.

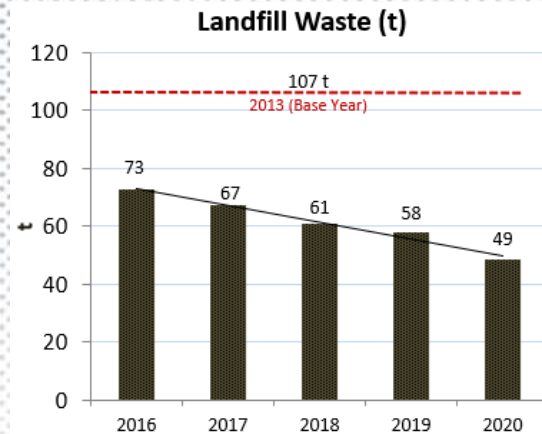


# Modernizing the Grid: Leveraging Technology for Grid Performance



- Leveraged Tan Delta Cable testing to optimize asset life
- Established Fully Redundant Operating Centre at Sub 15 with fiber optic link to 111 Horton
- Commissioned the Downtown Digital Grid that uses power line carrier to communicate with underground devices
- Installed advanced remote network monitoring and control TRTL system (Transformer Ruggedized Telemetry Link)
- The first utility in Ontario to establish a secure ICCP (Inter-Control Center Communications Protocol) link between London Hydro and Hydro One

# Continued Environmental Leadership



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- Paperless Billing (74,750 customers)
- ≈ 1,750 trees saved over 8 years
- Operating 11 solar installations (460 kW capacity)
- Generating 700,000 kWh per year (equivalent to 90 homes)
- In 2020, recycled 1,651 tonnes
- 54% waste to landfill reduction since 2013
- 10 Plug-in Hybrid Electric Vehicles (PHEV)
- 17 Hybrid Vehicles
- 18 EV Chargers Installed

# London Hydro is a Strong, Reliable and Innovative “Community-Owned” Utility

## 1. Continue Strong Financial Performance

- A strong Balance Sheet; excellent debt-to-equity ratio; S&P credit rating of A/Stable

## 2. Strong Customer Focus

- Industry leading customer satisfaction rating of 94% for residential customers

## 3. Valuable Environmental and Community Leadership

- London Hydro provided \$433,000 in LEAP funding to the Salvation Army
- London Hydro and its employees donated \$1,945 to the London Food Bank, \$2,265 to the Salvation Army Christmas Hamper Program, \$10,000 to Reconciliation Canada, and \$28,000 to E.C.C.O. charities
- London Hydro continues to manage the pandemic disruptions and global supply chain effectively
- Our 300+ strong, sincere and committed employees persevere every day to serve Londoners and keep the lights on





London  
Hydro

# 2021 LONDON HYDRO ANNUAL REPORT ON FINANCE



# A TIME OF HEROINES & HEROES, OF FRONTLINE CAREGIVERS & ESSENTIAL WORKERS

*Valente*

**Gabe Valente,**  
Board Chair

*Sharma*

**Vinay Sharma,**  
CEO

## DEAR STAKEHOLDERS,

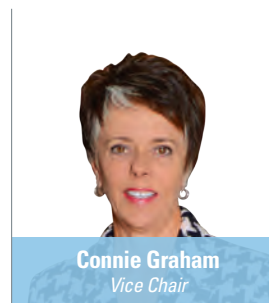
We respectfully submit our annual Report on Finance for 2021. London Hydro remains a valuable community-owned utility with a healthy balance sheet, excellent operating performance and shareholder equity gains in 2021, together with a consistent annual dividend of \$5 million to the shareholder. With the approval of a new rate base of \$380 million in 2021 by the energy regulator, Ontario Energy Board, the corporate value of London Hydro is nearly half a billion dollars.

The pandemic and the ensuing economic lockdown of the past two years has impacted all of us. In spite of these challenges, London Hydro has remained steadfast in ensuring reliable and safe distribution of electricity to our customers – we thank our valiant employees who persevered through pandemic restrictions, snow, cold, rain, meeting all challenges both day or night to maintain our services. London Hydro has been cognizant of the impact the pandemic has had on our customers and has taken real action to assist our community in various ways. London Hydro provided \$433,000 to the most vulnerable members in our community as well as helped our customers take advantage of all the government programs such as the Ontario Electricity Rebate.

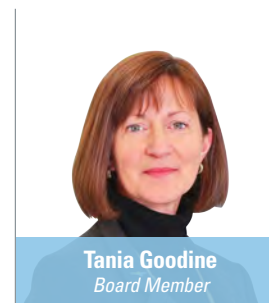
In 2021, we continued to invest significant resources in building a stronger and resilient electric grid in order to anticipate modern future needs related to integrating renewable distributed energy sources, energy storage, electric vehicle charging systems, and

expanded use of electricity for space heating. 2021 also saw the completion of the multi-year program of modernizing our London downtown grid as well as continued conversion of 4 kV and 13.8 kV systems to 27 kV; thereby reducing our losses. We also welcomed 2,000 new residential customers and 110 commercial and industrial customers to our grid, investing about \$11 million in connecting these new facilities, premises and industries. One of our newest and biggest customers, Maple Leaf Foods, which will create a 14 MW demand on the distribution system, was supplied with dual redundant feeder connections for enhanced system security. In the last few years, given the pace of new development in London, London Hydro has seen significant growth in its electrical connections and today, our total connections stand at 205,000.

Back in 2014, London Hydro began its aggressive pursuit of digital transformation and in 2021, we are proud to become one of the first utilities to provide our customers with 'Webchat', a new digital channel of communication. Customers can interact with London Hydro using self-service smart applications on their smartphone, iPad, desktop, telephone, and now via webchat. We are pleased to note that London Hydro's customers have enthusiastically embraced the webchat, since its introduction in October 2021. On a monthly basis, approximately 500 customers use our webchat.



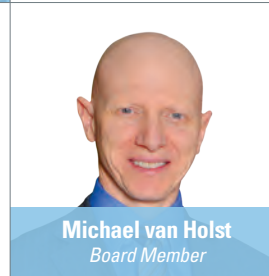
**Connie Graham**  
Vice Chair



**Tania Goodine**  
Board Member



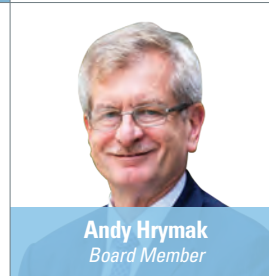
**Jack Smit**  
Board Member



**Michael van Holst**  
Board Member



**Guy Holborn**  
Board Member



**Andy Hrymak**  
Board Member



**David Arnold**  
CFO, VP Finance  
& Corporate Secretary



**Syed Mir**  
CIO & VP Corporate Services



**William Milroy**  
VP Engineering & Operations



**Elizabeth Carswell**  
Senior Director HR



The digital transformation continued with another demonstration project with NRCan to illustrate how a customer-owned solar generation can be used to economically manage the energy consumption of the local community. This project drew international recognition and involved companies from the United Kingdom as well. Two-hundred Londoners participated in this project; many members were from the London & Middlesex Housing Corporation. In the end, the London & Middlesex Housing Corporation was the beneficiary of receiving a 53 kW rooftop solar generation at no cost, for their own use.

Although London Hydro is a smaller enterprise, it has taken a significant leadership role in Ontario in the evolution of the electric grid. In 2021, after many years of hard work, London Hydro in conjunction with Sifton Properties Ltd., was successful in leading the province to adopt regulation to implement a new community net metering program. This program will be implemented in London at the West 5 development, owned by Sifton Properties Ltd. In addition, London Hydro also led the development of the Green Button standard for utilities, and our hard work helped the government of Ontario adopt the Green Button program as a provincial standard for all utilities. London Hydro has been assisting many Ontario utilities in converting their legacy data into the Green Button standard. To date, we have assisted six utilities, and more are in the works. Once this standard is implemented and operating across Ontario, it will become efficient and convenient for Ontarians to manage energy conservation, carbon footprint and billing accounts; and London Hydro will have played a key role in making this happen. Our Green Button innovation continues to fuel excitement in all aspects of energy. London Hydro's technology led Enbridge (gas utility) to implement a hybrid heat pump project in London wherein customers' traditional heating furnaces are replaced by modern hybrid heat pumps, which use electricity and gas as the heating source depending upon the time-of-use cost of these resources. London Hydro provides the Green Button based technology to manage and control such hybrid heat pump systems. When launched in 2021, it was targeted for 100 customers; however, Enbridge has now applied to the government of Ontario for permission to offer this program to all Londoners.

To our shareholders, which are the citizens of London and their City Council representatives, we have been a fiduciary and financially responsible organization. In 2021, London Hydro successfully achieved its Purpose, lived out its Vision and fully delivered on all its objectives. London Hydro maintained its low-cost utility position among Ontario utilities and earned net income of \$10.2 million, excluding unrealized mark-to-market adjustment, on total revenue of about \$470 million; resulting in a return on deemed equity of 6.9%.

London Hydro also received excellent performance feedback from its customers earning a 94% customer satisfaction rate as measured by an independent polling company. London Hydro is financially strong, is increasing its digital footprint, and is a customer-focused utility. For the fifteenth year in a row, London Hydro has maintained its A/Stable credit rating by Standard & Poor's. Our 300-strong employees continue to maintain the grid flawlessly despite all the macro and micro challenges. Our gratitude to our employees is endless and their hard work during inclement weather and through the COVID-19 pandemic to ensure a highly reliable electric grid for the benefit of all of us is commendable. We also thank London Hydro's qualified and experienced Board of Directors for their continued guidance.



**WEST FIVE**



# MANAGEMENT DISCUSSION AND ANALYSIS



The following discussion and analysis are of London Hydro's (also referred to as the Company) financial position, results from operations and cashflow. It should be read in conjunction with the Financial Statements for the year ended December 31, 2021.

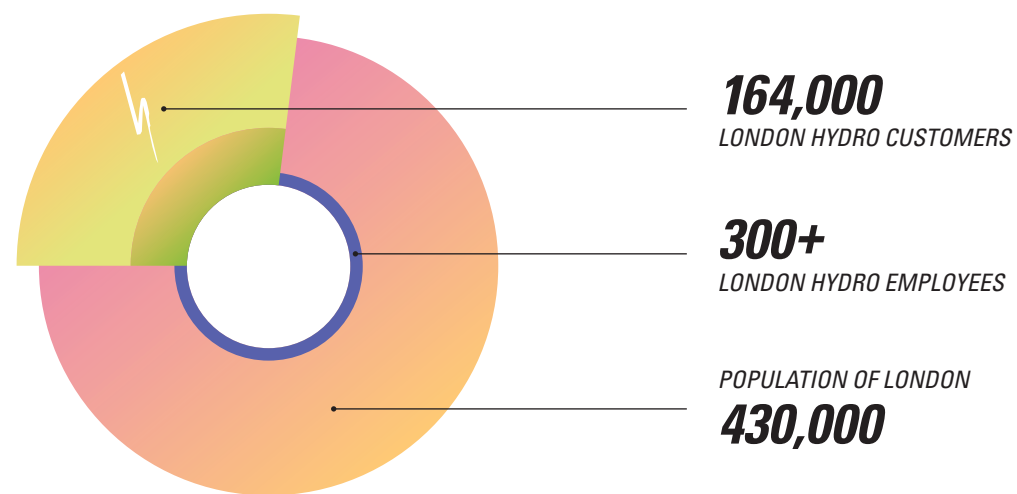
The results reported herein have been prepared in accordance with International Financial Reporting Standards (IFRS) and are expressed in Canadian dollars. As a rate-regulated entity, the Company has elected to adopt the IFRS14 standard that allows for reporting of certain transactions as regulatory assets and liabilities, which would otherwise not be allowed under IFRS. Such transactions, and the resulting impacts, are described in notes 2, 3 and 11 to the Statement of Financial Position for the period ended December 31, 2021.

The analysis contains some forward-looking observations and statements reflecting management's expectations concerning future performance. Such observations and expectations of future performance are subject to uncertainties arising from future general economic conditions, regulatory changes and government decisions. Thus, the forward-looking observations and statements shall not be considered as guarantees of future performance; and the future results may differ materially from the anticipated results expressed by these statements.

**THE COMPANY OVERVIEW**

London Hydro Inc. is a wholly-owned subsidiary of the Corporation of the City of London, established pursuant to Section 141 (1) of the Electricity Act, 1998 Ontario. The Company has been issued operating license ED-2002-0557 by the Ontario Energy Board (OEB) to distribute electricity within the service territory of the City of London. The Company owns and maintains a distribution grid to distribute electricity to about 164,000 residential and commercial customers in the City of London with a population base of approximately 430,000. As one of the larger electrical distribution companies, London Hydro Inc. employs 300+ hardworking individuals who help to deliver a highly reliable and safe distribution of electricity to its customers.

London Hydro procures electricity (MW) from the Independent Electricity System Operator (IESO) operated market. London Hydro drew a peak demand of 662MW (2020 – 712MW) during the summer season and about 459MW (2020 - 458 MW) during the winter season. London Hydro also procures wholesale market services from the IESO and transmission services from Hydro One at regulated prices. The price for electricity comprises the Hourly Ontario Energy Price (HOEP) and Global Adjustment. Also, the number of customers serviced by London Hydro grew by 1.2% during the year.



**THE COMPANY'S PURPOSE**

**TO PROVIDE SAFE, RELIABLE ELECTRICITY AND ENERGY RELATED VALUE-ADDED SERVICES TO ITS CUSTOMERS**



## THE COMPANY'S VISION

**LONDON HYDRO'S VISION IS  
TO BE THE CUSTOMERS'  
TRUSTED ENERGY SERVICE  
PROVIDER THROUGH  
INNOVATION, CUSTOMER  
FOCUS AND OPERATIONAL  
EXCELLENCE.**

### STRATEGIC PRIORITIES

The Company continues to focus on six major priorities in order to fulfil its purpose and vision. These priorities include business opportunities, developing leading technologies, becoming a trusted energy consultant and partner of the customer, enhancing internal team capacity, protecting revenue and seeking strategic partnerships. The Company continues to develop and leverage technology for increasing distribution grid automation, interconnecting an increasing number of embedded renewable energy resources, energy management, and technology and apps for customer service and convenience.

The Company also continues to advance the application of Green Button standards and technologies for managing and analysing customers' energy consumption data, customer care and customer billing. The OEB has granted special approval to the Company, pursuant to Section 71(4) of the amended OEB Act, to market its Green Button related technology to other Ontario utilities and customers. As such, the Company has achieved initial success in marketing Green Button related technologies and services to five electrical utilities and one water utility.

### CHANGE IN ACCOUNTING POLICY

The Company was required to modify its accounting policy in relation to accounting for upfront configuration and customization costs incurred from implementing Software as a Service (SaaS) arrangements. This is in response to the International Financial Reporting Interpretation Committee's decision clarifying its interpretation of how accounting standards apply to these types of arrangements.

As discussed in note 3n) of the Company's financial statements, the change in accounting policy required restatement of the prior year financial results including an adjustment to opening retained earnings of \$0.1 million with a decrease of \$0.5 million to intangible assets and a \$0.4 million increase in prepaid expenses. The impact to the 2020 financial results, therefore, is a decrease in net income of \$0.1 million with a decrease of \$0.7 million to intangible assets, a \$0.5 million increase in prepaid expenses and a \$0.1 million decrease to regulatory balances and deferred taxes.





# OPERATIONS OVERVIEW

The financial performance of the Company for the year ended December 31, 2021 is summarized in the following table. For the purpose of comparison to budgeted performance, and to provide a historical perspective, the Company's actual results are presented alongside the budgeted performance for December 31, 2021 and the performance for the period ending December 31, 2020.

## ENERGY QUANTITIES DISTRIBUTED

Total energy distributed to our customers increased from 3,168.4 gigawatt hours (GWh) for the year ended December 31, 2020 to 3,194.5 GWh in 2021, an overall increase of 0.8%. This increase in energy consumption is usually attributed to factors such as customer growth and weather; however, energy usage continues to fluctuate primarily due to the COVID-19 pandemic.

## DISTRIBUTION REVENUES

London Hydro is compensated by regulated distribution rates as approved by the OEB. The annual revenue requirement of London Hydro is established as per the regulated rate making mechanism. Thus, the distribution rates for various classes of customers are determined by considering factors such as the number of customers, their energy (kWh) consumption and power demand (KW). In both 2020 and 2021, London Hydro applied a mechanistic adjustment under the Incentive Rate Making (IRM) method to apply an inflationary increase to the Company's distribution rates, which are made up of a fixed monthly charge and a per kWh energy or per kW demand volumetric charge.

Approximately 77% (2020 – 77%) of annual revenues are derived from a monthly fixed charge, while the remaining is derived on the basis of a volumetric rate for energy consumption (kWh) and power demand (KW). The distribution rates paid by residential and small commercial customers are 100% fixed charges.

As of December 31, 2021, London Hydro serves 164,138 customers compared to 162,140 as of December 31, 2020. While the number of customers increased by 1.2%, the composition of distribution revenue remained relatively unchanged at 64% from residential customers (2020 – 64%), 31% from general service customers (2020 – 32%) and 5% from large users and other customers (2020 – 4%).

Total distribution revenues for the year ending December 31, 2021 increased from the same period in 2020 to \$73.7 million (2020 – \$70.2 million).

## YTD RESULTS FOR THE PERIOD ENDED

FINANCIAL HIGHLIGHTS	ACTUAL 31-Dec-21	ACTUAL 31-Dec-20	CHANGE	PLAN 31-Dec-21	% OF PLAN
Energy Distributed - Gigawatt Hrs	3,194.5	3,168.4	26.1	3,205.2	(0.3)%
(in thousands of \$'s)					
Sale of energy	\$381,901	\$436,237	(\$54,336)	\$467,648	(18.3)%
Distribution revenue	73,691	70,239	3,452	71,465	3.1 %
Other revenue	13,347	11,228	2,119	10,915	22.3 %
Cost of power	385,324	433,635	(48,311)	465,042	(17.1)%
Operating expenses	47,109	45,213	1,896	46,234	1.9 %
Amortization expenses	22,094	21,254	840	22,031	0.3 %
Net finance costs	(8,887)	11,027	(19,914)	5,418	(264.0)%
Income taxes	6,574	1,148	5,426	(245)	(2,783.3)%
Net earnings before regulatory adjustments	16,725	5,427	11,298	11,548	44.8 %
Regulatory adjustment	3,731	138	3,593	(2,661)	(240.2)%
Net earnings after regulatory adjustments	\$20,456	\$5,565	\$14,891	\$8,887	130.2 %
Operating Expenses as a % of Distribution Revenue	63.9%	64.4%			
Annualized Return on Equity	11.2%	3.2%			
Energy distributed - gigawatt hrs	3,194.5	3,168.4	0.8%		
Number of customers	164,138	162,140	1.2%		
(in thousands of \$'s)					
Operating Cash flow	\$25,902	\$18,703			
Investing Cash flow	(29,715)	(38,801)			
Financing Cash flow	(10,034)	44,968			
Cash flow	(13,847)	24,870			
Cash - end of period	\$14,451	\$28,298			

## OTHER REVENUE

Other revenue earned by the Company increased from \$11.2 million for the year ending December 31, 2020 to \$13.3 million for 2021. There were primarily three factors that contributed to the change in 2021 as compared to the same period in 2020: (i) sale of scrap increased by approximately \$1.0 million, (ii) late payment charges increased by approximately \$0.7 million, (iii) while other revenues increased by approximately \$0.3 million.

## COST OF SERVICE RATE MAKING PROCESS

The Company goes through a thorough cost of service process every five years, where both the detailed operating and capital expenditures are reviewed by the OEB. The end result of the process is the basis upon which upcoming distribution rates are determined. The costs of capital expenditures and associated capital assets plus the Company's operating expenditures are the prime consideration for determining the rates.

In the case where any capital expenditures are denied, the Company would have a corresponding amount of impaired assets, which could result in a write-off and, thus, negatively impact annual net income. In the case where an increase in operating expenses is denied, the Company might not earn the required revenue to achieve the regulated net income. The Company's last cost of service was in 2017. In the intervening periods from 2018 through 2021, London Hydro implements a rate adjustment as per the IRM rules aforementioned, which are usually effective on May 1st; however, due to the extraordinary COVID-19 pandemic, the Company elected to defer the implementation of the rate increase until November 1, 2020.

The Company submitted a Cost of Service application on August 27, 2021 for rates effective May 1st, 2022. On February 24, 2022, the OEB approved the rates for the May 1st implementation date. The OEB approved a rate base of \$379.6 million and a revenue requirement of \$76.9 million. When the rates became effective on May 1, 2022, the total bill impact for a residential customer was an increase of approximately \$1.41 (1.17%) per month.

**COVID-19 RELATED DEFERRAL ACCOUNT**

On March 25, 2020, the OEB authorized the use of deferral accounts in order to track the additional costs associated with billing system changes as well as other incremental costs resulting from COVID-19. Moreover, the OEB also authorized the use of a variance account to track lost revenues. On June 17, 2021, the OEB clarified the guidance as to the treatment of potential recoveries associated with COVID-19. As part of the 2022 Cost of Service settlement agreement, the Company agreed to not dispose of the values until its next Cost of Service application.

As of December 31, 2021, the total amount eligible for recovery is \$1.3 million, which is made up of approximately \$0.6 million of incremental costs and \$0.7 million of lost revenues. Any differences between the amount recorded and the amounts ultimately awarded by the OEB will be recorded in the statement of comprehensive income in a future period.

**OPERATING EXPENSES AND AMORTIZATION**

Total operating expenses for the year ending December 31, 2021 increased from 2020 to \$47.1 million (2020 – \$45.2 million). The increase is primarily the result of an increase in labour and benefits in the amount of \$1.6 million.

Amortization expenses increased by approximately \$0.8 million from \$21.3 million in 2020 to \$22.1 million for 2021. This increase is the result of the Company's ongoing commitment to invest in its aging infrastructure and leading information technology to enhance the distribution grid and deliver increasing convenience to our customers.

In October 2017, the provincial government announced that all local distribution companies are banned from disconnecting residential customers due to non-payment between October and April each year. As a result of COVID-19, the OEB extended the disconnection ban for 2020 until the end of July. A similar disconnection ban was extended until May 2021. Bad Debt expenses increased by \$0.5 million in 2021 compared to 2020, although the additional bad debts of \$0.6 million incurred in 2020 due to COVID-19 have been included for recovery in the regulatory asset deferral account. The Company has been proactively monitoring its overdue accounts and has programs in place to offer customers flexible payment options as needed.

**THE COMPANY HAS BEEN PROACTIVELY MONITORING ITS OVERDUE ACCOUNTS AND HAS PROGRAMS IN PLACE TO OFFER CUSTOMERS FLEXIBLE PAYMENT OPTIONS AS NEEDED.**



### NET FINANCE COSTS

The Company's interest income for 2021 was \$8.9 million, compared to an interest expense of \$11.0 million for the same period in 2020.

This change is the result of the unrealized gain associated with the Company's swap agreements<sup>1</sup> being \$13.9 million in 2021 as compared to an unrealized loss of \$6.6 million for 2020. It should be noted that these unrealized gains or losses are adjustments reported for the purpose of the financial statements only and, so long as the debt agreements are not cancelled early, these gains or losses are not realized. Thus, excluding these adjustments related to the swap agreements, the real interest expense should be adjusted to \$5.1 million for the year ending December 31, 2021 as compared to \$4.5 million for the same period in 2020.

Once the unrealized loss amounts are normalized, the difference in the net finance costs for the period ending December 31, 2021 and the same period in 2020 is reduced to \$0.6 million as a result of the higher debt balance after the Company entered into a new swap agreement in the last quarter of 2020.

### INCOME TAX EXPENSE

London Hydro is a private, taxable corporation and as such, is required to make payments in lieu of tax (PILs) to the Ontario Electricity Financial Corporation. The PILs required to be paid are equivalent to the income taxes that would have been paid if London Hydro was taxable under the Income Tax Act of Canada.

The PILs expense for the year ended December 31, 2021 amounted to about \$4.2 million, as compared to income tax recovery of \$1.1 million for the same 2020 period. The increase is a result of higher net income for 2021 as compared to 2020, which is mostly due to the change in the swap agreement.

London Hydro also has Deferred Tax Liabilities of \$15.8 million. It represents the temporary net difference between financial reporting carrying amounts for Property, Plant, Equipment, and Intangibles, which are in excess of their tax values, and the Deferred Taxes Receivable for Employee Future Benefits expenses that have not yet been deducted for income tax purposes.

As a rate-regulated corporation, Deferred Tax Liabilities, which will be paid on behalf of customers, will be recovered as they are paid. Therefore, increases or decreases in Future Income Tax Liabilities are offset by regulatory assets.

<sup>1</sup> A swap agreement allows London Hydro to "swap" interest rates, so that it can have a stable and fixed rate loan at a lower interest rate. London Hydro currently has four separate swap agreements.

### REGULATORY ASSETS/LIABILITIES

The regulatory framework requires that all energy commodity and non-commodity costs be billed at the regulated rates to customers who are on the Regulated Price Plan (RPP).

As a regulated distributor of electricity, London Hydro is obligated to supply electricity (energy), also referred to as commodity, to small residential and small commercial customers at the RPP rate and to other customers at the HOEP rates plus an added charge for Global Adjustment. The only exception to this requirement is if customers elect to purchase their electricity from an energy retailer; even then, a Global Adjustment charge is added to such customers. All other non-commodity charges are billed at regulated rates established from time to time by the OEB.

Therefore, the Company distributes electricity at a fixed rate to a larger section of its customers, though a small number of customers pay a variable HOEP plus Global Adjustment rate for electricity based on their customer class. Differences between the cost paid for power purchased and the cost of power charged to customers are referred to as variances, which are recorded in Retail Settlement Variance Accounts (RSVA). The variances that accumulate in the RSVA are either returned to or recovered from customers, depending upon the nature of the difference in accordance with regulatory directives.

As of December 31, 2021, the Company had regulatory assets of \$28.6 million, compared to \$23.0 million as of December 31, 2020. The increase of \$5.6 million is primarily attributed to the difference between the amount paid by the Company for electricity and the amount charged to customers. Also impacting the regulatory asset balance is the deferred income tax asset associated with the interest rate swap.

The Company also had regulatory liabilities in the amount of \$5.8 million as of December 31, 2021, compared to \$4.2 million as of December 31, 2020. The \$1.6 million increase is the result of the OEB's decision that the tax savings from accelerated amortization are to be paid back to the customers at a future time, in accordance with new tax rules enacted in 2019.



## CAPITAL RESOURCES

London Hydro has five debt agreements that total \$200.0 million as of December 31, 2021, the same as at December 31, 2020. Additionally, the Company has a letter of credit.

The Company has a \$75.0 million interest rate swap agreement for an unsecured loan with Toronto Dominion Bank. Interest only payments are due monthly and commenced December 2020, while the principal is due at maturity. The agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.53%, plus a stamping fee of 0.44%, for an all-in rate of 1.97%.

The Company entered into a futures contract with Toronto Dominion Bank on December 4, 2020 for \$125.0 million. The future contract will be converted into a swap agreement on June 30, 2022 to repay the \$40.0 million and \$85.0 million Royal Bank of Canada fixed rate swaps maturing June 2022. The swap agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.69%, plus a stamping fee of 0.44%, for an all in rate of 2.13%.

Also, the Company has an uncommitted revolving bank credit facility of \$20.0 million and \$4.3 million (December 31, 2020 – \$4.3 million) in Standby Letters of Credit issued to the IESO as security. In the event that the maturity date of the committed bank loan facility is not extended, payment of this loan must be made within one year from the date of maturity.

The amount drawn by the Company on the uncommitted facility as of December 31, 2021 was \$nil (December 31, 2020 – \$nil).

## DIVIDEND POLICY

The Company's dividend policy provides for an annual dividend, subject to satisfactory cashflow. Due to the short-term financial implications of COVID-19, the Board of Directors declared a \$5.0 million special payment to its Shareholder on March 31, 2020, to be paid over two years or by the end of 2021. The Board of Directors declared a \$5.0 million dividend that has been paid to its Shareholder on a quarterly basis throughout the 2021 calendar year.

At the meeting on March 22, 2022, the Board of Directors declared a \$5.0 million dividend to be paid to its Shareholder on a quarterly basis throughout the 2022 calendar year.

As a wholly-owned subsidiary of the Corporation of the City of London, the City of London is London Hydro Inc.'s sole shareholder and, as such, the entire dividend amount is paid to the City of London.

## CREDIT RATING

London Hydro maintains an "A/Stable" long-term corporate credit rating, which was reaffirmed by Standard & Poor's in May 2021. This rating reflects the Company's low risk as a distribution company with regulated cash flows.

## LIQUIDITY AND CASHFLOW

Cash generated from operating activities increased to \$25.9 million for 2021, as compared to \$18.7 million for the year 2020. Cashflows primarily relate to amounts of:

- \$20.5 million in net income,
- \$22.1 million non-cash adjustment from amortization expenses,
- \$6.6 million income tax expense,
- (\$3.7) million as a result of changes in regulatory balances,
- (\$5.2) million interest paid,
- (\$4.4) million as a result of changes in non-cash working capital and,
- (\$13.9) million non-cash adjustment from the mark to market adjustment.

Cash used in investing activities decreased to \$29.7 million as of December 31, 2021, as compared to \$38.8 million for the same period in 2020, which primarily represents the net purchase of capital assets and intangible assets.

Cash used from financing activities increased to \$10.0 million, as compared to cash generated of \$45.0 million for the same period in 2020. The cash used in 2021 related to dividend payments of \$10.0 million, while cash generated in 2020 was from the \$45.0 million borrowed.

The year-to-date change in cash is a decrease of \$13.9 million.



**COVID-19**

The COVID-19 outbreak was declared a pandemic by the World Health Organization. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and physical distancing, have caused material disruption to businesses globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions; however, the success of these interventions is not currently determinable.

The OEB has directed the Company to track any COVID-19 related expenses, including bad debt expenses, through a deferral account. A deferral account is also to be used to track lost revenues. The current challenging economic climate may lead to adverse changes in cashflows, working capital levels and/or debt balances, which may also have a direct impact on the Company's operating results and financial position in the future. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and London Hydro's business are not known at this time.

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STATEMENT OF FINANCIAL POSITION

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STATEMENT OF COMPREHENSIVE INCOME

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STATEMENT OF CHANGES IN EQUITY

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STATEMENT OF CASH FLOWS

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NOTES TO THE FINANCIAL STATEMENTS



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## INDEPENDENT AUDITORS' REPORT

To the Shareholder of London Hydro Inc.

### **Opinion**

We have audited the financial statements of London Hydro Inc. (the Entity), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of comprehensive income for the year then ended
- the statement of changes in equity for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other Information**

Management is responsible for the other information. Other information comprises:

- the information included in Management's Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in Management's Discussion and Analysis as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada  
March 22, 2022

	Note	2021	2020
<b>ASSETS</b>			
<i>(restated - Note 3 (n))</i>			
<b>Current assets</b>			
Cash	5	\$ 14,451	\$ 28,298
Accounts receivable	6	78,727	84,709
Materials and supplies	7	548	458
Prepaid expenses		2,430	2,261
<b>Total current assets</b>		<b>96,156</b>	<b>115,726</b>
<b>Non-current assets</b>			
Property, plant and equipment	8,16	369,130	352,992
Intangible assets	9	21,270	22,714
Unrealized gain on interest rate swap	14,25	6,750	-
<b>Total non-current assets</b>		<b>397,150</b>	<b>375,706</b>
<b>Total assets</b>		<b>493,306</b>	<b>491,432</b>
Regulatory balances	11	28,596	22,935
<b>Total assets and regulatory balances</b>		<b>\$ 521,902</b>	<b>\$ 514,367</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Accounts payable and accrued liabilities	12	\$ 38,270	\$ 46,004
Due to shareholder	22	5,706	5,749
Income tax payable		36	100
Dividends payable	17	-	5,000
Current portion of lease liability	16	35	34
Current portion of long-term debt	14,25	125,000	-
Current portion of customer and other deposits		1,371	2,923
Current portion of deferred revenue	13	3,462	3,092
<b>Total current liabilities</b>		<b>173,880</b>	<b>62,902</b>
<b>Non-current liabilities</b>			
Long-term debt	14,25	75,000	200,000
Post-employment benefits	15	15,008	16,100
Customer and other deposits		1,274	2,025
Deferred revenue	13	40,340	34,327
Deferred tax liability	10	15,783	9,448
Lease liability	16	2,155	2,190
Unrealized loss on interest rate swap	14,25	1,131	8,277
<b>Total non-current liabilities</b>		<b>150,691</b>	<b>272,367</b>
<b>Total liabilities</b>		<b>324,571</b>	<b>335,269</b>
<b>Equity</b>			
Share capital	17	96,116	96,116
Retained earnings		95,702	80,246
Accumulated other comprehensive loss		(293)	(1,446)
<b>Total equity</b>		<b>191,525</b>	<b>174,916</b>
<b>Total liabilities and equity</b>		<b>516,096</b>	<b>510,185</b>
Regulatory balances	11	5,806	4,182
<b>Total liabilities, equity and regulatory balances</b>		<b>\$ 521,902</b>	<b>\$ 514,367</b>

Commitments and contingencies (Note 23), Subsequent event (Note 26)

On behalf of the Board:

Director

Director

The accompanying notes are an integral part of these financial statements



	Note	2021	2020
			<i>(restated - Note 3 (n))</i>
<b>Revenues</b>			
Electricity sales	18	\$ 381,901	\$ 436,237
Distribution revenue	18	73,691	70,239
Other	19	13,347	11,228
		468,939	517,704
<b>Operating expenses</b>			
Electricity purchased		385,324	433,635
Operating expenses	20	47,109	45,217
Depreciation and amortization	8,9	22,094	21,253
		454,527	500,105
<b>Income from operating activities</b>		14,412	17,599
Net finance (income) expense	14,21	(8,887)	11,027
<b>Income before income taxes</b>		23,299	6,572
Income tax expense	10	6,574	1,172
<b>Income for the year</b>		16,725	5,400
<b>Movement of regulatory balances</b>			
Net movement of regulatory balances		1,384	(2,150)
Income taxes	10	2,347	2,312
	11	3,731	162
<b>Net income for year and net movement in regulatory balances</b>		20,456	5,562
<b>Other comprehensive income (loss)</b>			
Items that will not be reclassified to profit or loss:			
Remeasurements of post-employment benefits	15	1,153	(244)
Tax on remeasurements	10	(306)	65
Net movement in regulatory balances, net of tax	11	306	(65)
Other comprehensive income (loss)		1,153	(244)
<b>Total comprehensive income for the year</b>		\$ 21,609	\$ 5,318

	Note	Share Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
<i>(restated - Note 3 (n))</i>					
<b>Balance at January 1, 2020 as previously reported</b>		\$ 96,116	\$ 79,776	\$ (1,202)	\$ 174,690
Restatement adjustments <i>(Note 3 (n))</i>	3	-	(92)	-	(92)
<b>Balance at January 1, 2020, restated</b>		96,116	79,684	(1,202)	174,598
Net income and net movement in regulatory balances		-	5,562	-	5,562
Other comprehensive loss		-	-	(244)	(244)
Dividends	17	-	(5,000)	-	(5,000)
<b>Balance at December 31, 2020, restated</b>		\$ 96,116	\$ 80,246	\$ (1,446)	\$ 174,916
<b>Balance at January 1, 2021</b>		\$ 96,116	\$ 80,246	\$ (1,446)	\$ 174,916
Net income and net movement in regulatory balances		-	20,456	-	20,456
Other comprehensive income		-	-	1,153	1,153
Dividends	17	-	(5,000)	-	(5,000)
<b>Balance at December 31, 2021</b>		\$ 96,116	\$ 95,702	\$ (293)	\$ 191,525

	Note	2021	2020
<i>(restated - Note 3 (n))</i>			
<b>Operating activities</b>			
Net income and net movement in regulatory balances		\$ 20,456	\$ 5,562
Adjustments for:			
Depreciation and amortization	8,9	22,094	21,253
Amortization of deferred revenue	19	(792)	(678)
Post-employment benefits	15	61	321
Loss (gain) on disposal of property, plant and equipment	19	102	(28)
Net finance (income) expense	21	(8,887)	11,027
Income tax expense	10	6,574	1,172
		<b>39,608</b>	<b>38,629</b>
Change in non-cash working capital:			
Accounts receivable		5,982	(13,340)
Materials and supplies		(90)	(40)
Prepaid expenses		(169)	456
Accounts payable and accrued liabilities		(7,734)	(2,436)
Due to shareholder		(43)	(1,203)
Customer and other deposits		(2,303)	542
		<b>(4,357)</b>	<b>(16,021)</b>
Other:			
Regulatory balances	11	(3,731)	(162)
Income tax paid		(609)	(210)
Income tax received		-	864
Interest paid	21	(5,161)	(4,502)
Interest received	21	152	105
		<b>(9,349)</b>	<b>(3,905)</b>
<b>Net cash from operating activities</b>		<b>25,902</b>	<b>18,703</b>
<b>Investing activities</b>			
Purchase of property, plant and equipment	8	(33,405)	(38,061)
Purchase of intangible assets	9	(3,981)	(5,271)
Capital contributions received from customers		7,175	4,446
Proceeds on disposal of property, plant and equipment		496	85
<b>Net cash used in investing activities</b>		<b>(29,715)</b>	<b>(38,801)</b>
<b>Financing activities</b>			
Dividends paid	17	(10,000)	-
Proceeds from long-term debt	14	-	75,000
Lease liability	16	(34)	(32)
Repayment of long-term debt	14	-	(30,000)
<b>Net cash from financing activities</b>		<b>(10,034)</b>	<b>44,968</b>
Change in cash		(13,847)	24,870
Cash, beginning of year		28,298	3,428
<b>Cash, end of year</b>		<b>\$ 14,451</b>	<b>\$ 28,298</b>

## 1. Reporting entity

London Hydro Inc. ("the Company") is a rate regulated, municipally-owned hydro distribution company located in the City of London. The Company is a wholly-owned subsidiary company of the Corporation of the City of London and was incorporated on April 26, 2000 under the laws of the Province of Ontario, Canada.

The Company delivers electricity and related energy services to inhabitants of the City of London. The address of the Company's registered office is 111 Horton Street, London, Ontario, Canada.

## 2. Basis of presentation

### a) Statement of compliance

The Company's financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS").

### b) Approval of financial statements

These financial statements were approved by the Board of Directors on March 22, 2022.

### c) Basis of measurement

These financial statements have been prepared on the historical cost basis, unless otherwise stated.

### d) Functional and presentation currency

These financial statements are presented in Canadian dollars, which is the Company's functional currency.

### e) Use of estimates and judgments

The preparation of financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses and disclosure of contingent assets and liabilities. Actual results may differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

## 2. Basis of presentation (continued)

### e) Use of estimates and judgments (continued)

Information about judgements and estimation uncertainties made in applying accounting policies that have the most significant effects on the amounts recognized in the financial statements is included in the following notes:

- (i) 3(b) – measurement of unbilled revenue
- (ii) 3(b) – determination of the performance obligation for contributions from customers and the related amortization period
- (iii) 3(d), 3(e), 8, 9 – estimation of useful lives of its property, plant and equipment and intangible assets
- (iv) 3(e), 9 – capitalization of configuration and customization costs in Software-as-a-Service (“SaaS”) arrangements and determining whether services are distinct from the SaaS access
- (v) 6 – estimation for allowance for doubtful accounts
- (vi) 8, 16 – leases: whether an arrangement contains a lease
- (vii) 11 – recognition and measurement of regulatory balances
- (viii) 15 – measurement of defined benefit obligations: key actuarial assumptions
- (ix) 23 – recognition and measurement of provisions and contingencies

Critical accounting estimates and judgments for leases:

*Judgments made in relation to accounting policies applied* - Management exercises judgment in determining the appropriate lease term on a lease by lease basis. Management considers all facts and circumstances that create an economic incentive to exercise a renewal option or to not exercise a termination option. The periods covered by renewal options are only included in the lease term if management is reasonably certain to renew. Changes in the economic environment or changes in the industry may impact management’s assessment of the lease term. Any changes in management’s estimate of lease terms may have a material impact on the Company’s balance sheet and statement of earnings.

*Key sources of estimation* - In determining the carrying amount of right-of-use assets and lease liabilities, the Company is required to estimate the incremental borrowing rate specific to each leased asset if the interest rate implicit in the lease is not readily determined. Management determines the incremental borrowing rate of each leased asset by incorporating the Company’s creditworthiness, the security, term and value of the underlying leased asset, and the economic environment in which the leased asset operates in. The incremental borrowing rates are subject to change mainly due to macroeconomic changes in the environment.

## 2. Basis of presentation (continued)

### e) Use of estimates and judgments (continued)

Critical accounting estimates and judgments for SaaS arrangements:

*Capitalization of configuration and customization costs in SaaS arrangements* - Part of the customization and configuration activities undertaken in implementing SaaS arrangements may entail the development of software code that enhances, modifies, or creates additional capability to the existing on-premise software to enable it to connect with the cloud-based software applications. This is referred to as bridging modules or application programming interfaces (APIs). Judgement was applied in determining whether the additional code meets the definition of and recognition criteria for an intangible asset in IAS 38 Intangible Assets. During the year, the Company recognized \$0.4 million (2020 – \$0.1 million) as intangible assets in respect of customization and configuration costs incurred in implementing SaaS arrangements.

*Determination whether configuration and customization services are distinct from the SaaS access* - Costs incurred to configure or customize the cloud provider’s application software are recognised as operating expenses when the services are received. In a contract where the cloud provider provides both the SaaS configuration and customization, as well as the SaaS access over the contract term, the Company applied judgement to determine whether these services are distinct from each other or not, and therefore, whether the configuration and customization costs incurred are expensed as the software is configured or customized (i.e. upfront), or over the SaaS contract term.

Specifically, where the configuration and customization activities significantly modify or customize the cloud-based software, these activities will not be distinct from the access to the cloud software over the contract term. Judgement has been applied in determining whether the degree of customization and modification of the cloud-based software that would be deemed significant. During the year, the Company recognized nil (2020 – \$0.3 million) as prepayments in respect of customization and configuration activities undertaken in implementing SaaS arrangements which are considered not to be distinct from the access to the SaaS access over the contract term.



## 2. Basis of presentation (continued)

### f) Rate regulation

The Company is regulated by the Ontario Energy Board (“OEB”), under the authority granted by the *Ontario Energy Board Act, 1998*. Among other things, the OEB has the power and responsibility to approve or set rates for the transmission and distribution of electricity, providing continued rate protection for electricity consumers in Ontario, and ensuring that transmission and distribution companies fulfill obligations to connect and service customers. The OEB may also prescribe license requirements and conditions of service to local distribution companies (“LDCs”), such as the Company, which may include, among other things, record keeping, regulatory accounting principles, separation of accounts for distinct businesses, and filing and process requirements for rate setting purposes.

#### Rate setting

##### *Distribution revenue*

For the distribution revenue, the Company files a “Cost of Service” (“COS”) rate application with the OEB where rates are determined through a review of the forecasted annual amount of operating and capital expenditures, debt and shareholder’s equity required to support the Company’s business. The COS is usually filed every five years. The Company estimates electricity usage and the costs to service each customer class to determine the appropriate rates to be charged to each customer class. The COS application is reviewed by the OEB and interveners and rates are approved based upon the review, including any resulting revisions.

In the intervening years an Incentive Regulation Mechanism (“IRM”) rate application is filed. An IRM application results in a formulaic adjustment to distribution rates that were set under the last COS application. The previous year’s rates are adjusted for the annual change in the Gross Domestic Product Implicit Price Inflation for Final Domestic Demand (“GDP IPI-FDD”) net of a productivity factor and a “stretch factor” determined by the relative efficiency of an electricity distributor.

## 2. Basis of presentation (continued)

### f) Rate regulation (continued)

#### Rate setting – Distribution revenue (continued)

In August 2016, the Company filed a COS application which has been approved by the OEB for rates effective May 1, 2017. The GDP IPI-FDD for 2018 was 1.2%, the OEB applied productivity factor was 0.0% and the OEB determined stretch factor was (0.15)%, resulting in a net adjustment of 1.05% to the previous year’s rates effective May 1, 2018. The GDP IPI-FDD for 2019 was 1.5%, the OEB applied productivity factor was 0.0% and the OEB determined stretch factor was (0.30)%, resulting in a net adjustment of 1.2% to the previous year’s rates effective May 1, 2019.

The net adjustment for the 2020 rates was approved by the OEB at 1.7% to be effective as of May 1, 2020 although due to COVID-19, the company elected to defer the implementation of the new rate until November 1, 2020. The OEB has approved a deferral account for the Company to record the lost revenue associated with this deferred implementation date. The Company has collected most of the amounts from this deferred implementation.

The GDP IPI-FDD for 2021 was 2.2%, the OEB applied productivity factor was 0.0% and the OEB determined stretch factor was (0.30)%, resulting in a net adjustment of 1.9% to the previous year’s rates effective May 1, 2021. In August 2021, the Company filed a Cost of Service application which was approved by the OEB on February 24, 2022 for rates effective May 1, 2022. The total bill impact of the new rates for a typical residential customer will be an increase of approximately \$1.41 or 1.17% before taxes.

As a licensed distributor, the Company is responsible for billing customers for electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties. The Company is required, pursuant to regulation, to remit such amounts to these third parties, irrespective of whether the Company ultimately collects these amounts from customers.

##### *Electricity rates*

The OEB sets electricity prices for residential and small commercial consumers twice each year based on an estimate of how much it will cost to supply the province with electricity for the next year. All remaining consumers, other than consumers with retail contracts who pay a contracted rate plus a global adjustment rate adder, pay the market price for electricity. The Company is billed for the cost of the electricity that its customers use and passes this cost on to the customer at cost without a mark-up.

### 3. Significant accounting policies

The accounting policies set out below have been applied consistently in all years presented in these financial statements.

#### a) Financial instruments

##### *Non-derivative*

All financial assets are classified as loans and receivables and all financial liabilities are classified as other liabilities. These financial instruments are recognized initially at fair value plus any directly attributable transaction costs. Subsequently, they are measured at amortized cost using the effective interest method less any impairment for the financial assets as described in note 3(f).

##### *Derivative*

The Company holds derivative financial instruments to manage its interest rate risk exposures. Derivatives are initially recognized at fair value; any directly attributable transaction costs are recognized in the Statement of Comprehensive Income as incurred as a change in interest rate swap. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are recognized in the Statement of Comprehensive Income.

Hedge accounting has not been used in the preparation of these financial statements.

#### b) Revenue recognition

##### *Sale and distribution of electricity*

The performance obligations for the sale and distribution of electricity are recognized over time using an output method to measure the satisfaction of the performance obligation. The value of the electricity services transferred to the customer is determined on the basis of cyclical meter readings plus estimated customer usage since the last meter reading date to the end of the year and represents the amount that the Company has the right to bill. Revenue includes rates for electricity supplied, distribution, and any other regulatory charges. The related cost of power is recorded on the basis of power used.

For customer billings related to electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties, the Company has determined that it is acting as a principal for these electricity charges and, therefore, has presented electricity revenue on a gross basis.

### 3. Significant accounting policies (continued)

#### b) Revenue recognition (continued)

##### *Capital contributions*

Developers are required to contribute towards the capital cost of construction of distribution assets in order to provide ongoing service. The developer is not a customer and therefore the contributions are scoped out of IFRS 15 Revenue from Contracts with Customers. Cash contributions received from developers are recorded as deferred revenue and amortized to income on a straight-line basis over the useful life of the related asset.

Certain customers are also required to contribute towards the capital cost of construction of distribution assets in order to provide ongoing service. These contributions fall within the scope of IFRS 15 Revenue from Contracts with Customers. The contributions are received to obtain a connection to the distribution system in order receive ongoing access to electricity. The Company has concluded that the performance obligation is the supply of electricity over the life of the relationship with the customer which is satisfied over time as the customer receives and consumes the electricity. Revenue is recognized on a straight-line basis over the useful life of the related asset.

##### *Other revenue*

Revenue earned from the provision of services is recognized as the service is rendered.

Government grants and the related performance incentive payments under CDM programs are recognized as revenue in the year when there is reasonable assurance that the program conditions have been satisfied and the payment will be received.

3. Significant accounting policies (continued)

c) Materials and supplies

Materials and supplies, the majority of which are consumed by the Company in the provision of its services, are valued at the lower of cost and net realizable value, with cost being determined on a weighted average basis, and includes expenditures incurred in acquiring the materials and supplies and other costs incurred in bringing them to their existing location and condition.

d) Property, plant and equipment

Items of property, plant and equipment ("PP&E") used in rate-regulated activities and acquired prior to January 1, 2014 are measured at deemed cost, less accumulated depreciation. All other items of PP&E are measured at cost, or, where the item is contributed by customers, its fair value, less accumulated depreciation.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes contracted services, materials and transportation costs, direct labour, overhead costs, borrowing costs and any other costs directly attributable to bringing the asset to a working condition for its intended use.

Borrowing costs on qualifying assets are capitalized as part of the cost of the asset based upon the lower of OEB prescribed rates and the weighted average cost of debt incurred on the Company's borrowings. Qualifying assets are considered to be those that take in excess of 12 months to construct.

When parts of an item of PP&E have different useful lives, they are accounted for as separate items (major components) of PP&E.

When items of PP&E are retired or otherwise disposed of, a gain or loss on disposal is determined by comparing the proceeds from disposal, if any, with the carrying amount of the item and is included in profit or loss.

Major spare parts and standby equipment are recognized as items of PP&E.

3. Significant accounting policies (continued)

d) Property, plant and equipment (continued)

The cost of replacing a part of an item of PP&E is recognized in the net book value of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. In this event, the replaced part of PP&E is written off, and the related gain or loss is included in the Statement of Comprehensive Income. The costs of the day-to-day servicing of PP&E are recognized in the Statement of Comprehensive Income as incurred.

The need to estimate the decommissioning costs at the end of the useful lives of certain assets is reviewed periodically. The Company has concluded it does not have any legal or constructive obligation to remove PP&E.

Depreciation is calculated to write off the cost of items of PP&E using the straight-line method over their estimated useful lives, and is generally recognized in the Statement of Comprehensive Income. Depreciation methods, useful lives, and residual values are reviewed at each reporting date and adjusted prospectively if appropriate. Land is not depreciated. Construction-in-progress assets are not depreciated until the project is complete and the asset is available for use.

The estimated useful lives are as follows:

	Years
Building structures and components	12 - 75
Distribution system and equipment	25 - 60
Substation equipment	15 - 45
Right-of-use land asset	40
System supervisory equipment	8 - 35
Metering devices	15 - 30
Renewable generation assets	20
Automotive equipment	8 - 12
Equipment, tools and furniture	5 - 8
Computer hardware	3 - 5



3. Significant accounting policies (continued)

e) Intangible assets

Intangible assets are measured at cost, less accumulated amortization. Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of intangible assets includes contracted services, materials and transportation costs, direct labour, overhead costs, borrowing costs and any other costs directly attributable to bringing the asset to a working condition for its intended use.

Borrowing costs on qualifying assets are capitalized as part of the cost of the asset based upon the lower of OEB prescribed rates and the weighted average cost of debt incurred on the Company's borrowings. Qualifying assets are considered to be those that take in excess of 12 months to complete.

Payments to obtain rights to access land ("land rights") are classified as intangible assets. These include payments made for easements, right of access and right of use over land for which the Company does not hold title. Land rights are measured at cost less accumulated amortization.

Computer software that is acquired or developed by the Company, including software that is not integral to the functionality of equipment purchased which has finite useful lives, is measured at cost less accumulated amortization.

Capital contributions represent costs incurred and associated with assets that are not owned by the Company. These contributions are incurred where the Company is charged with the responsibility of upgrading assets that the Company does not hold title to. Capital contributions include costs towards the refurbishment and upgrade of a transformer station and wholesale meters. These assets are measured at cost less accumulated amortization.

Intangible assets in progress consist of application software under development at December 31, 2021.

Amortization is recognized in the Statement of Comprehensive Income on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. Amortization methods and useful lives of all intangible assets are reviewed at each reporting date and adjusted prospectively if appropriate. The estimated useful lives are:

	Years
Capital contributions	30 - 45
Land rights	25
Computer software	3 - 5

3. Significant accounting policies (continued)

f) Impairment

*Financial assets measured at amortized cost*

A financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows from that asset.

An impairment loss is calculated as the difference between an asset's carrying amount and the present value of the estimated future cash flows discounted at the original effective interest rate. Interest on the impaired assets continues to be recognized through the unwinding of the discount. Losses are recognized in the Statement of Comprehensive Income. An impairment loss is reversed through the Statement of Comprehensive Income if the reversal can be related objectively to an event occurring after the impairment loss was recognized.

A loss allowance for expected credit losses on financial assets measured at amortized cost is recognized at the reporting date. The loss allowance is measured at an amount equal to the lifetime expected credit losses for the asset.

*Non-financial assets*

The carrying amounts of the Company's non-financial assets, other than materials and supplies and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit" or "CGU"). The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognized in the Statement of Comprehensive Income.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

### 3. Significant accounting policies (continued)

#### g) Customer and other deposits

Customer and other deposits include cash deposits from electricity distribution customers and retailers to guarantee the payment of energy bills. Interest is paid on customer deposits at the rate of prime less 2% per annum. Deposits from electricity distribution customers are refundable to customers who demonstrate an acceptable level of credit risk as determined by the Company in accordance with policies set out by the OEB, or upon termination of their electricity distribution service.

#### h) Provisions

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

#### i) Regulatory balances

Regulatory deferral account debit balances represent costs incurred in excess of amounts billed to the customer at OEB approved rates. Regulatory deferral account credit balances represent amounts billed to the customer at OEB approved rates in excess of costs incurred by the Company.

Regulatory deferral account debit balances are recognized if it is probable that future billings in an amount at least equal to the deferred cost will result from inclusion of that cost in allowable costs for rate-making purposes. The offsetting amount is recognized in net movement in regulatory balances in the Statement of Comprehensive Income or Other Comprehensive Income ("OCI"). When the customer is billed at rates approved by the OEB for the recovery of the deferred costs, the customer billings are recognized in revenue. The regulatory debit balance is reduced by the amount of these customer billings with the offset to net movement in regulatory balances in the Statement of Comprehensive Income or OCI.

The probability of recovery of the regulatory deferral account debit balances is assessed annually based upon the likelihood that the OEB will approve the change in rates to recover the balance. The assessment of likelihood of recovery is based upon previous decisions made by the OEB for similar circumstances, policies or guidelines issued by the OEB, etc. Any resulting impairment loss is recognized in the Statement of Comprehensive Income in the year incurred.

### 3. Significant accounting policies (continued)

#### i) Regulatory balances (continued)

When the Company is required to refund amounts to ratepayers in the future, the Company recognizes a regulatory deferral account credit balance. The offsetting amount is recognized in net movement in regulatory balances in the Statement of Comprehensive Income or OCI. The amounts returned to the customers are recognized as a reduction of revenue. The credit balance is reduced by the amount of these customer repayments with the offset to net movement in regulatory balances in the Statement of Comprehensive Income or OCI.

#### j) Post-employment benefits

##### *Pension plan*

The Company provides a pension plan for all its full-time employees through Ontario Municipal Employees Retirement System ("OMERS"). OMERS is a multi-employer pension plan which operates as the Ontario Municipal Employees Retirement Fund ("the Fund"), and provides pensions for employees of Ontario municipalities, local boards and public utilities. The Fund is a contributory defined benefit pension plan, which is financed by equal contributions from participating employers and employees, and by the investment earnings of the Fund. To the extent that the Fund finds itself in an under-funded position, additional contribution rates may be assessed to participating employers and members.

OMERS is a defined benefit plan. However, as OMERS does not segregate its pension asset and liability information by individual employers, there is insufficient information available to enable the Company to directly account for the plan. Consequently, the plan has been accounted for as a defined contribution plan. The Company is not responsible for any other contractual obligations other than the contributions. Obligations for contributions to defined contribution pension plans are recognized as an employee benefit expense in the Statement of Comprehensive Income when they are due.

##### *Post-employment benefits, other than pension*

The Company provides some of its retired employees with life insurance and medical benefits beyond those provided by government sponsored plans. The obligations for these post-employment benefit plans are actuarially determined by applying the projected unit credit method and reflect management's best estimate of certain underlying assumptions. Remeasurements of the net defined benefit obligations, including actuarial gains and losses and the return on plan assets (excluding interest), are recognized immediately in OCI. When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognized immediately in the Statement of Comprehensive Income.

### 3. Significant accounting policies (continued)

#### k) Leases

The Company's accounting policy for leases is as follows:

At inception of a contract, the Company assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company has elected to apply the practical expedient to account for each lease component and any non-lease components as a single lease component.

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The assets are depreciated to the earlier of the end of the useful life of the right-of-use asset or the lease term using the straight-line method as this most closely reflects the expected pattern of consumption of the future economic benefits. The lease term includes periods covered by an option to extend if the Company is reasonably certain to exercise that option. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company has elected to apply the practical expedient not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The lease payments associated with these leases is recognized as an expense on a straight-line basis over the lease term.

### 3. Significant accounting policies (continued)

#### l) Finance income and finance expenses

Finance income is recognized as it accrues in the Statement of Comprehensive Income. Finance income comprises interest earned on cash.

Finance expenses comprise interest expense on borrowings and customer deposits. Finance expenses are recognized in the Statement of Comprehensive Income unless they are capitalized as part of the cost of qualifying assets.

#### m) Income taxes

The income tax expense comprises current and deferred tax. Income tax expense is recognized in the Statement of Comprehensive Income except to the extent that it relates to items recognized directly in equity, in which case, it is recognized in equity.

The Company is currently exempt from taxes under the Income Tax Act (Canada) and the Ontario Corporations Tax Act (collectively the "Tax Acts"). Under the Electricity Act, 1998, the Company makes payments in lieu of corporate taxes to the Ontario Electricity Financial Corporation ("OEFC"). These payments are calculated in accordance with the rules for computing taxable income and taxable capital and other relevant amounts contained in the Tax Acts as modified by the Electricity Act, 1998, and related regulations. Prior to October 1, 2001, the Company was not subject to income or capital taxes. Payments in lieu of taxes ("PILs") are referred to as income taxes.

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognized in respect of temporary differences between the tax basis of assets and liabilities and their carrying amounts for accounting purposes. Deferred tax assets and liabilities are recognized for unused tax losses, unused tax credits and temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted, at the reporting date.



3. Significant accounting policies (continued)

n) Change in accounting policy

During the year, the Company changed its accounting policy in relation to upfront configuration and customization costs incurred in implementing SaaS arrangements in response to the IFRIC agenda decision clarifying its interpretation of how current accounting standards apply to these types of arrangements. The new accounting policy is presented below.

*Software-as-a-Service arrangements*

SaaS arrangements are service contracts providing the Company with the right to access the cloud provider's application software over the contract period. Costs incurred to configure or customize, and the ongoing fees to obtain access to the cloud provider's application software, are recognized as operating expenses when the services are received.

Some of these costs incurred are for the development of software code that enhances, modifies, or creates additional capability to existing on-premise systems and meets the definition of and recognition criteria for an intangible asset. These costs are recognized as intangible software assets and amortized over the useful life of the software on a straight-line basis. The useful lives of these assets are reviewed at least at the end of each financial year, and any changes are accounted for prospectively as a change in accounting estimate.

Prior to this policy change, all upfront SaaS configuration and customization costs were recognized as an intangible asset and amortized over the useful life of the software on a straight-line basis. This revised accounting policy has been applied in preparing the financial statements for the year ended December 31, 2021, and in the comparative information presented for the year ended December 31, 2020. Amounts previously reported have been restated to account for the impact of this change in accounting policy, as follows:

3. Significant accounting policies (continued)

n) Change in accounting policy (continued)

Reconciliation of Statement of Finance Position and Statement of Changes in Equity

As at December 31, 2020	Transitional Adjustments			As Restated
	As Originally Presented	Opening Statement of Financial Position January 1, 2020	Restatement of Amounts for the 2020 Fiscal Year	
<b>Assets</b>				
Prepaid expenses	\$ 1,752	\$ 379	\$ 130	\$ 2,261
<b>Total current assets</b>	115,217	379	130	115,726
Intangible assets	23,443	(471)	(258)	22,714
<b>Total non-current assets</b>	376,435	(471)	(258)	375,706
<b>Total assets</b>	491,652	(92)	(128)	491,432
Regulatory balances	22,993	(24)	(34)	22,935
<b>Total assets and regulatory balances</b>	<b>\$ 514,645</b>	<b>\$ (116)</b>	<b>\$ (162)</b>	<b>\$ 514,367</b>
<b>Liabilities</b>				
Deferred tax liability	9,506	(24)	(34)	9,448
<b>Total non-current liabilities</b>	272,425	(24)	(34)	272,367
<b>Total liabilities</b>	335,327	(24)	(34)	335,269
<b>Equity</b>				
Retained earnings	80,466	(92)	(128)	80,246
<b>Total equity</b>	175,136	(92)	(128)	174,916
<b>Total liabilities, equity and regulatory balances</b>	<b>\$ 514,645</b>	<b>\$ (116)</b>	<b>\$ (162)</b>	<b>\$ 514,367</b>

3. Significant accounting policies (continued)

n) Change in accounting policy (continued)

Reconciliation of Statement of Comprehensive Income

<u>For the year ended December 31, 2020</u>	<u>As Originally Presented</u>	<u>Transitional Adjustments</u>	<u>As Restated</u>
<b>Operating expenses</b>			
Operating expenses	\$ 44,910	\$ 307	\$ 45,217
Depreciation and amortization	21,432	(179)	21,253
<b>Total operating expenses</b>	<b>499,977</b>	<b>128</b>	<b>500,105</b>
<b>Income taxes</b>			
Income tax expense	1,206	(34)	1,172
<b>Income for the year</b>	<b>5,494</b>	<b>(94)</b>	<b>5,400</b>
<b>Movement of regulatory balances</b>			
Income taxes	2,346	(34)	2,312
<b>Net income for year and net movement in regulatory balances</b>	<b>196</b>	<b>(34)</b>	<b>162</b>
<b>Total comprehensive income for the year</b>	<b>\$ 5,446</b>	<b>\$ (128)</b>	<b>\$ 5,318</b>

4. Standards issued not yet adopted

There are new standards, amendments to standards and interpretations which have not been applied in preparing these financial statements. These standards or amendments relate to the measurement and disclosure of financial assets and liabilities. The extent of the impact on adoption of these standards and amendments has not yet been determined.

- i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1)
- ii. Definition of Accounting Estimates (Amendments to IAS 8)
- iii. Disclosure Initiative – Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)
- iv. Property, Plant and Equipment – Proceeds before Intended Use (Amendments to IAS 16)
- v. Annual Improvements to IFRS Standards 2018–2020

i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1):

On January 23, 2020, the IASB issued amendments to IAS 1 Presentation of Financial Statements (the 2020 amendments), to clarify the classification of liabilities as current or non-current. The 2020 amendments are effective for annual periods beginning on or after January 1, 2023. Early adoption is permitted.

The 2020 amendments are subject to future developments. Certain application issues resulting from the 2020 amendments have been raised with the IFRS Interpretations Committee, which referred them to the IASB. In November 2021, the IASB published the exposure draft Non-current Liabilities with Covenants (proposed amendments to IAS 1). The exposure draft aims to improve the information an entity provides when its right to defer settlement of a liability for at least twelve months is subject to compliance with conditions, in addition to addressing concerns about the classification of such a liability as current or non-current. The IASB proposed to defer the effective date of the 2020 amendments to no earlier than January 1, 2024.

For the purposes of non-current classification, the 2020 amendments removed the requirement for a right to defer settlement or roll over of a liability for at least twelve months to be unconditional. Instead, such a right must have substance and exist at the end of the reporting period. The 2020 amendments also clarify how a company classifies a liability that includes a counterparty conversion option.

The amendments state that settlement of a liability includes transferring a company's own equity instruments to the counterparty, and when classifying liabilities as current or non-current, a company can ignore only those conversion options that are recognised as equity.

The Company intends to adopt this standard in its financial statements for the annual period beginning January 1, 2023 or January 1, 2024 should be effective date be deferred. The extent of the impact of adoption of the standard has not yet been determined.

#### 4. Standards issued not yet adopted (continued)

##### ii. Definition of Accounting Estimates (Amendments to IAS 8)

On February 12, 2021, the IASB issued Definition of Accounting Estimates (Amendments to IAS 8). The amendments are effective for annual periods beginning on or after January 1, 2023. Early adoption is permitted.

The amendments introduce a new definition for accounting estimates, clarifying that they are monetary amounts in the financial statements that are subject to measurement uncertainty. The amendments also clarify the relationship between accounting policies and accounting estimates by specifying that a company develops an accounting estimate to achieve the objective set out by an accounting policy.

The Company intends to adopt these standards in its financial statements for the annual period beginning January 1, 2023. The extent of the impact of adoption of the standard has not yet been determined.

##### iii. Disclosure Initiative – Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)

On February 12, 2021, the IASB issued Disclosure Initiative – Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements). The amendments are effective for annual periods beginning on or after January 1, 2023. Early adoption is permitted. The amendments help companies provide useful accounting policy disclosures. The key amendments include:

- requiring companies to disclose their material accounting policies rather than their significant accounting policies;
- clarifying that accounting policies related to immaterial transactions, other events or conditions are themselves immaterial and as such need not be disclosed; and
- clarifying that not all accounting policies that relate to material transactions, other events or conditions are themselves material to a company's financial statements.

The Company intends to adopt these standards in its financial statements for the annual period beginning January 1, 2023. The Company does not expect these standards to have a material impact on the financial statements.

#### 4. Standards issued not yet adopted (continued)

##### iv. Property, Plant and Equipment – Proceeds before Intended Use (Amendments to IAS 16)

On May 14, 2020, the IASB issued Property, Plant and Equipment – Proceeds before Intended Use (Amendments to IAS 16). The amendments are effective for annual periods beginning on or after January 1, 2022. Early adoption is permitted.

The amendments provide guidance on the accounting for sale proceeds and the related production costs for items a company produces and sells in the process of making an item of property, plant and equipment available for its intended use. Specifically, proceeds from selling items before the related item of property, plant and equipment is available for use should be recognized in profit or loss, together with the costs of producing those items.

The Company intends to adopt this standard in its financial statements for the annual period beginning January 1, 2022. The extent of the impact of adoption of the standard has not yet been determined.

##### v. Annual Improvements to IFRS Standards 2018–2020

On May 14, 2020, the IASB issued Annual Improvements to IFRS Standards 2018–2020. The amendments are effective for annual periods beginning on or after January 1, 2022. Early adoption is permitted. The amendments relate to the following:

- *IFRS 9 Financial Instruments*: Clarifies which fees are included for the purpose of performing the '10 per cent test' for derecognition of financial liabilities.
- *IFRS 16 Leases*: Removes the illustration of payments from the lessor relating to leasehold improvements in the Illustrative Example 13.
- *IAS 41 Agriculture*: Removes the requirement to exclude cash flows for taxation when measuring fair value.

The Company intends to adopt these standards in its financial statements for the annual period beginning January 1, 2022. The Company does not expect these standards to have a material impact on the financial statements.



5. Cash

	2021	2020
Bank balances	\$ 14,451	\$ 28,298

6. Accounts receivable

	2021	2020
Trade receivables	\$ 42,326	\$ 41,125
Unbilled revenue	35,077	38,018
Other	5,856	9,296
Allowance for doubtful accounts	(4,532)	(3,730)
	\$ 78,727	\$ 84,709

Included in accounts receivable is approximately \$13.6 million (2020 – \$12.4 million) of customer receivables for water consumption that the Company bills and collects on behalf of the Corporation of the City of London. As the Company does not assume liability for collection of these amounts, any amount relating to water consumption that is determined to be uncollectible is charged to the Corporation of the City of London.

Also, included in the accounts receivable is \$1.6 million (2020 – \$1.4 million) of energy, water, and sundry receivables due from the Corporation of the City of London.

7. Materials and supplies

Amounts written down due to obsolescence during the year ended December 31, 2021 was \$0.1 million (2020 – \$0.1 million).

8. Property, plant and equipment

a) Cost or deemed cost:

	Land and buildings	Distribution substation equipment	Other distribution equipment	Other equipment	Construction in progress	Total
Balance at January 1, 2020	\$ 21,375	\$ 10,211	\$ 328,329	\$ 27,267	\$ 14,334	\$ 401,516
Additions	1,056	225	34,399	4,179	(1,798)	38,061
Disposals / retirements	(1,145)	-	(883)	(639)	-	(2,667)
Balance at December 31, 2020	\$ 21,286	\$ 10,436	\$ 361,845	\$ 30,807	\$ 12,536	\$ 436,910
Balance at January 1, 2021	\$ 21,286	\$ 10,436	\$ 361,845	\$ 30,807	\$ 12,536	\$ 436,910
Additions	638	217	28,322	3,896	332	33,405
Disposals / retirements	(370)	(476)	(1,608)	(1,751)	-	(4,205)
Balance at December 31, 2021	\$ 21,554	\$ 10,177	\$ 388,559	\$ 32,952	\$ 12,868	\$ 466,110

b) Accumulated depreciation:

	Land and buildings	Distribution substation equipment	Other distribution equipment	Other equipment	Construction in progress	Total
Balance at January 1, 2020	\$ 4,388	\$ 1,672	\$ 53,894	\$ 10,921	-	\$ 70,875
Depreciation	908	378	11,525	2,842	-	15,653
Disposals / retirements	(1,139)	-	(865)	(606)	-	(2,610)
Balance at December 31, 2020	\$ 4,157	\$ 2,050	\$ 64,554	\$ 13,157	-	\$ 83,918
Balance at January 1, 2021	\$ 4,157	\$ 2,050	\$ 64,554	\$ 13,157	-	\$ 83,918
Depreciation	778	386	12,277	3,228	-	16,669
Disposals / retirements	(335)	(123)	(1,525)	(1,624)	-	(3,607)
Balance at December 31, 2021	\$ 4,600	\$ 2,313	\$ 75,306	\$ 14,761	-	\$ 96,980

c) Carrying amounts:

Balance at	Land and buildings	Distribution substation equipment	Other distribution equipment	Other equipment	Construction in progress	Total
December 31, 2020	\$ 17,129	\$ 8,386	\$ 297,291	\$ 17,650	\$ 12,536	\$ 352,992
December 31, 2021	\$ 16,954	\$ 7,864	\$ 313,253	\$ 18,191	\$ 12,868	\$ 369,130

Property, plant and equipment includes a right-of-use asset with a carrying value of \$2.1 million (2020 – \$2.1 million) associated with property rented from the City of London with an initial measurement of \$2.3 million, amortized on a straight-line basis over 40 years commencing with the 2018 fiscal year (see Note 16).

### 10. Income tax expense (recovery)

Income tax expense (recovery) is comprised of:	2021	2020
<b>Current income tax</b>		
Current year income tax expense	\$ 557	\$ 574
Amendment for prior period income tax credits	(12)	(10)
Adjustment for prior period income tax expense	-	53
	545	617
<b>Deferred tax</b>		
Change in recognized deductible temporary differences:		
Gain (loss) on interest rate swap	3,682	(1,757)
Property, plant, equipment and intangible assets	3,055	3,051
Post-employment benefits	(16)	(85)
Deferred revenue	(692)	(654)
	6,029	555
Total current and deferred income tax in profit and loss, before movement of regulatory balance	6,574	1,172
<b>Other comprehensive income (loss)</b>		
Post-employment benefits	306	(65)
Total current and deferred income tax in total comprehensive income, before movement of regulatory balances	6,880	1,107
Net movement in regulatory balances	(2,653)	(2,247)
Income tax expense (recovery) recognized in Statement of Comprehensive Income	\$ 4,227	\$ (1,140)

Reconciliation of effective tax rate:	2021	2020
Income before taxes	\$ 25,836	\$ 4,178
Canada and Ontario statutory income tax rates	26.5%	26.5%
Expected tax provision on income at statutory rates	6,847	1,107
<b>Increase (decrease) in income taxes resulting from:</b>		
Adjustment for prior years	(12)	43
Net movement in regulatory balances	(2,653)	(2,247)
Other items	45	(43)
	\$ 4,227	\$ (1,140)

Significant components of the Corporation's deferred tax balances:	2021	2020
Property, plant, equipment and intangible assets	\$ (20,870)	\$ (17,815)
Post-employment benefits	3,976	4,266
Deferred revenue	2,600	1,908
Future income taxes to be realized by customers	(14,294)	(11,641)
Gain (loss) on interest rate swap	(1,489)	2,193
	\$ (15,783)	\$ (9,448)

### 11. Regulatory balances

Reconciliation of the carrying amount for each class of regulatory balances:

Regulatory assets:

Regulatory deferral account debit balances	January 1, 2020	Changes	(Recovery)/reversal	December 31, 2020	Remaining years
Group 1 deferred accounts	\$ 3,476	\$ 1,924	\$ -	\$ 5,400	-
Regulatory settlement account	4,997	(60)	(4,937)	-	-
Other regulatory accounts	3,128	2,858	(92)	5,894	0.3
Income tax	9,394	2,247	-	11,641	-
	\$ 20,995	\$ 6,969	\$ (5,029)	\$ 22,935	

Regulatory deferral account debit balances	January 1, 2021	Changes	(Recovery)/reversal	December 31, 2021	Remaining years
Group 1 deferred accounts	\$ 5,400	\$ 2,015	\$ -	\$ 7,415	-
Regulatory settlement account	-	3,833	(2,032)	1,801	0.3
Other regulatory accounts	5,894	(312)	(496)	5,086	-
Income tax	11,641	2,653	-	14,294	-
	\$ 22,935	\$ 8,189	\$ (2,528)	\$ 28,596	

Regulatory liabilities:

Regulatory deferral account credit balance	January 1, 2020	Changes	Recovery/(reversal)	December 31, 2020	Remaining years
Other regulatory accounts	\$ 2,339	\$ 998	\$ 845	\$ 4,182	1.3
	\$ 2,339	\$ 998	\$ 845	\$ 4,182	

Regulatory deferral account credit balance	January 1, 2021	Changes	Recovery/(reversal)	December 31, 2021	Remaining years
Other regulatory accounts	\$ 4,182	\$ 1,624	\$ -	\$ 5,806	0.3
	\$ 4,182	\$ 1,624	\$ -	\$ 5,806	

#### 11. Regulatory balances (continued)

The regulatory balances are recovered or settled through fixed and/or volumetric rate riders approved by the OEB. The volumetric rate riders are determined using estimates of future consumption of electricity by its customers. Future consumption is impacted by various factors including the economy and weather. The Company has received approval from the OEB to establish its regulatory balances. Regulatory balances attract interest at OEB prescribed rates, which are based on Bankers' Acceptances three-month rate plus a spread of 25 basis points. The rate was set at 0.57% in 2021 (2020 – 0.57%).

##### a) Group 1 deferral accounts

The Group 1 deferral accounts consist of purchased power cost variances including the Smart Metering Entity Charge Variances. As a regulated distributor of electricity, the Company is obligated to provide energy supply to all consumers at regulated or spot rates unless they elect to purchase their energy from an energy retailer. The regulatory framework requires that all energy commodity and non-commodity costs be billed at regulated rates to consumers who are on the Regulated Price Plan.

Variances between purchase costs and amounts billed for electricity are required to be captured in the Retail Settlement Variance Accounts ("RSVA") for disposition through future rate riders. The variance accounts have been further defined by the regulator into commodity and non-commodity accounts. Those accounts defined as commodity accounts are eligible for regulatory review on a quarterly basis. All other accounts are defined as non-commodity and are currently eligible for review on an annual basis.

##### b) Regulatory settlement account

During 2020, the Company filed its 2021 IRM rate application in which it proposed the disposition of its Group 1 account balances as at December 31, 2019 via rate riders. These accounts included amounts accumulated between January 1, 2017 and December 31, 2019, with the exception of the Capacity Based Recovery Amount Variances, which accumulated between January 1, 2016 and December 31, 2019. The Company also proposed the recovery of the LRAMVA balance accumulated between January 1, 2017 and December 31, 2017 via rate riders. The OEB authorized the refund/recovery of these balances over a one-year period commencing May 1, 2021.

#### 11. Regulatory balances (continued)

##### c) Other regulatory accounts

Other regulatory account debit balances include various deferred costs in connection with LRAMVA, OEB Cost Assessment Variance, non-cash OPEB adjustment, Impacts Arising from the COVID-19 Emergency and Retail Cost Variances. During 2020, the Company deferred the implementation of its approved rates effective May 1, 2020 until November 1, 2020 due to the COVID-19 emergency. The Company was approved to recover the forgone revenues via rate riders during a six-month period commencing on November 1, 2020.

Other regulatory account credit balances include pole attachment revenue variances and advanced funding for capital projects. The Company filed its 2017 COS rate application in 2016 which included a request for funding capital projects under the Advanced Capital Module and received an approval. During 2017, the Company filed its 2018 IRM rate application, which included a request for the recovery of such costs via rate riders. The OEB authorized the recovery of these costs via rate riders until the effective date of the next cost of service-based rate order. Distribution revenue repayable to customers representing tax savings as a result of increased capital cost allowance provided for through the Accelerated Investment Incentive introduced in Bill C-97 effective November 2018 is also included in other regulatory account credit balances.

##### d) Income tax

As a result, the Company has recognized a regulatory deferral account for the amount of deferred taxes that will ultimately be recovered from/paid back to its customers. This balance will fluctuate as the Company's deferred tax balance fluctuates.



12. Accounts payable and accrued liabilities

	2021	2020
Due to Independent Electricity System Operator	\$ 23,979	\$ 29,319
Payroll and benefits payable	4,371	4,016
Other	9,920	12,669
	<u>\$ 38,270</u>	<u>\$ 46,004</u>

13. Deferred revenue

	2021	2020
Capital contributions for completed projects	\$ 33,065	\$ 28,005
Deposits held	10,737	9,414
	<u>43,802</u>	<u>37,419</u>
Less: Current portion	<u>3,462</u>	<u>3,092</u>
	<u>\$ 40,340</u>	<u>\$ 34,327</u>

Capital contributions for completed projects are recognized as revenue on a straight-line basis over the life of the asset for which the contribution was received.

Included in deposits held is \$1.8 million (2020 – \$1.8 million) received from the Corporation of the City of London as contributions for the construction of capital assets.

14. Long-term debt

	2021	2020
Unsecured, non-revolving term instalment loan bearing interest at the 4.4 year Bankers' Acceptance rate of 2.7% plus a stamping fee of 0.28%, interest only payments due June 2022	\$ 40,000	\$ 40,000
Unsecured, non-revolving term instalment loan bearing interest at the 7.6 year Bankers' Acceptance rate of 2.5% plus a stamping fee of 0.37%, interest only payments due June 2022	85,000	85,000
Unsecured, non-revolving term instalment loan bearing interest at the 11.6 year Bankers' Acceptance rate of 1.5% plus a stamping fee of 0.44%, interest only payments due June 2032	75,000	75,000
	<u>200,000</u>	<u>200,000</u>
Less: current portion	<u>125,000</u>	<u>-</u>
	<u>\$ 75,000</u>	<u>\$ 200,000</u>

The Company has an interest rate swap agreement with the Royal Bank of Canada for an unsecured loan in the amount of \$40 million. Interest only payments are due quarterly and commenced March 2018. The principal is due at maturity. The agreement is a fixed rate swap and matures June 2022, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 2.7%, plus a stamping fee of 0.28%, for an all-in rate of 2.98%.

The Company has an interest rate swap agreement with the Royal Bank of Canada for an unsecured loan in the amount of \$85 million. Interest only payments are due quarterly and commenced December 2014. The principal is due at maturity. The agreement is a fixed rate swap and matures June 2022, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 2.46%, plus a stamping fee of 0.37%, for an all-in rate of 2.83%.

The Company has an interest rate swap agreement with the Toronto Dominion Bank for an unsecured loan in the amount of \$75 million. Interest only payments are due quarterly and commenced December 2020. The principal is due at maturity. The agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.53%, plus a stamping fee of 0.44%, for an all-in rate of 1.97%.

#### 14. Long-term debt (continued)

The company entered into a futures contract with Toronto Dominion Bank on December 4, 2020 for \$125 million. The future contract will be converted into a swap agreement on June 30, 2022 to repay the \$40 million and \$85 million Royal Bank of Canada fixed rate swaps maturing June 2022. The swap agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.69%, plus a stamping fee of 0.44%, for an all-in rate of 2.13%.

The swap agreements entered into with Royal Bank of Canada and Toronto Dominion Bank do not meet the standard to apply hedge accounting. Accordingly, the interest rate swap contracts are recorded at their fair value at the end of the period with the unrealized gain or loss recorded in the Statements of Comprehensive Income as finance expenses. The unrealized gain for the year ended December 31, 2021 was \$13.9 million (2020 – unrealized loss \$6.6 million).

At December 31, 2021, the Company would be required to pay \$1.1 million (2020 – \$3.9 million) if it wished to cancel the swap agreements with the Royal Bank of Canada. At December 31, 2021, the Company would be entitled to collect \$6.7 million (2020 – \$4.4 million payment requirement) if it decided to cancel the swap agreement with the Toronto Dominion Bank.

During the year ended December 31, 2021, interest on long-term debt was incurred in the amount of \$5.1 million (2020 – \$4.3 million).

Reconciliation of opening and closing balances for liabilities from financing activities:

	2021		2020	
Balance, beginning of year	\$	200,000	\$	155,000
Add: Advances		-		75,000
Less: Repayments		-		30,000
		200,000		200,000
Less: Current portion		125,000		-
	\$	75,000	\$	200,000

#### 15. Post-employment benefits

##### a) OMERS pension plan

The Company provides a pension plan for its employees through OMERS. The plan is a multi-employer, contributory defined pension plan with equal contributions by the employer and its employees. During the year ended December 31, 2021, the Company made employer contributions of \$3.2 million to OMERS (2020 – \$3.2 million), of which \$0.8 million (2020 – \$0.8 million) has been capitalized as part of PP&E and the remaining amount of \$2.4 million (2020 – \$2.4 million) has been recognized in the Statement of Comprehensive Income. The Company estimates that a contribution of \$3.3 million to OMERS will be made during the next fiscal year.

As at December 31, 2021, OMERS had approximately 541,000 members, of whom 326 are employees of the Company. The most recently available OMERS annual report is for the year ended December 31, 2021, which reported that the plan was 97% funded, with an unfunded liability of \$3.1 billion. This unfunded liability is likely to result in future payments by participating employers and members.

##### b) Post-employment benefits other than pension

The Company pays certain medical and life insurance benefits on behalf of some of its retired employees. The Company recognizes these post-employment benefits in the year in which employees' services were rendered. The Company is recovering its post-employment benefits in rates based on the expense and remeasurements recognized for post-employment benefit plans.

15. Post-employment benefits (continued)

c) Post-employment benefits other than pension (continued)

Reconciliation of the obligation:

	2021		2020	
Defined benefit obligation, beginning of year	\$	16,100	\$	15,535
Included in profit or loss:				
Current service costs		568		493
Past service costs		-		90
Interest cost		386		462
Other benefits		(55)		52
		899		1,097
Benefits paid		(838)		(776)
		61		321
Actuarial (gains) / losses included in OCI:				
Changes in demographic assumptions		-		(1,257)
Changes in financial assumptions		(1,170)		1,465
Effect of experience adjustments		17		36
		(1,153)		244
Defined benefit obligation, end of year	\$	15,008	\$	16,100

Actuarial assumptions:

	2021	2020
Discount (interest) rate	3.0%	2.5%
Salary levels	4.0%	4.0%
Immediate medical costs	5.0%	5.0%
Ultimate medical costs	4.0%	4.0%
Dental cost rate	4.0%	4.0%
Year ultimate rate reached	2040	2040

A 1% increase in the assumed discount rate would result in the defined benefit obligation decreasing by \$2.1 million. A 1% decrease in the assumed discount rate would result in the defined benefits obligation increasing by \$2.4 million.

16. Lease liability

The Company has a lease liability in connection with a right-of-use asset associated with property rented from the City of London included in property, plant and equipment with an initial measurement of \$2.3 million, amortized on a straight-line basis over 40 years commencing with the 2018 fiscal year.

Right-of-use-asset:

	2021		2020	
<b>Cost:</b>				
Balance, beginning of year	\$	2,319	\$	2,319
Balance, end of year	\$	2,319	\$	2,319
<b>Accumulated depreciation:</b>				
Balance, beginning of year	\$	174	\$	116
Depreciation		58		58
Balance, end of year	\$	232	\$	174
<b>Carrying amount</b>	\$	2,087	\$	2,145

Lease liability:

	Future minimum lease payments	Interest	Present value of minimum lease payments
Less than one year	\$ 100	\$ 65	\$ 35
Between one and five years	400	250	150
More than five years	3,100	1,095	2,005
	\$ 3,600	\$ 1,410	\$ 2,190



### 17. Share capital

	2021	2020
Authorized:		
An unlimited number of common shares		
An unlimited number of non-voting, non-cumulative preference shares, redeemable at the paid-up amount		
Issued:		
1,001 common shares	\$ 96,116	\$ 96,116

#### Dividends

The holder of the common shares is entitled to receive dividends as declared from time to time. On March 30, 2021, the Board of Directors declared a \$5.0 million dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2021. On March 31, 2020, the Board of Directors declared a \$5.0 million special dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2021.

### 18. Revenue from contracts with customers

The Company generates revenue primarily from electricity rates and the distribution of electricity to its customers. These revenues disaggregated by type of customer are illustrated below:

#### Electricity rates:

	2021	2020
Residential	\$ 147,012	\$ 173,900
Commercial	219,976	245,290
Large users	12,158	13,816
Other	2,755	3,231
	\$ 381,901	\$ 436,237

#### Distribution revenue:

	2021	2020
Residential	\$ 47,495	\$ 45,536
Commercial	24,006	22,608
Large users	804	696
Other	1,386	1,399
	\$ 73,691	\$ 70,239

### 19. Other revenue

	2021	2020
City of London services	\$ 4,027	\$ 4,027
Late payment charges	2,147	1,471
Sale of scrap	1,817	803
Other services, recoveries and sundry revenues	1,180	893
Customer billing service fees	934	937
Pole and other rental income	931	928
Amortization of deferred revenue	792	678
Occupancy charges	650	578
Income tax incentive credits	590	495
Renewable generation revenue	341	348
Collection charges	40	42
(Loss) gain on disposal of property, plant and equipment	(102)	28
	\$ 13,347	\$ 11,228

### 20. Operating expenses

	2021	2020
Labour and benefits	\$ 29,247	\$ 27,695
Professional services	6,276	5,811
Computer hardware and software	3,640	3,524
Facilities maintenance and repair	1,609	1,528
Rental, regulatory and other expenses	1,329	2,274
Bad debts	1,305	800
Property tax and insurance	1,299	1,263
Corporate training and employee expenses	1,047	994
Materials and supplies	1,042	973
Postage	1,013	1,090
Fleet operations and maintenance	996	943
Office equipment services and maintenance	417	418
Allocations to capital and billable activities	(2,111)	(2,096)
	\$ 47,109	\$ 45,217

21. Finance (income) and expenses

	2021	2020
Finance income		
Interest income on bank deposits	\$ (152)	\$ (105)
Finance expenses		
Interest on long-term debt	5,064	4,332
Interest on short-term debt	1	29
Lease liability interest	66	67
Other	30	74
	5,161	4,502
Change in interest rate swap		
Unrealized (gain) loss on interest rate swap	(13,896)	6,630
<b>Net finance (income) expense</b>	<b>\$ (8,887)</b>	<b>\$ 11,027</b>

22. Due to shareholder

Trade balances due to shareholder:

	2021	2020
Water consumption	\$ 5,509	\$ 5,349
Non-interest bearing trade balance due to shareholder, without stated repayment terms	197	400
	\$ 5,706	\$ 5,749

The Company delivers electricity to the City of London throughout the year for the electricity needs of the City of London and its related organizations. Electricity delivery charges are at prices and under terms approved by the OEB. The Company also provides additional services to the City of London, including water and waste water billing, customer care services and water meter replacement administrative services.

During the year ended December 31, 2021, the Company billed customers for water related service on behalf of the shareholder and remitted funds to the shareholder in the amount of \$191.2 million (2020 – \$187.6 million). The shareholder paid \$3.9 million (2020 – \$3.9 million) for this service.

During the year ended December 31, 2021, the Company performed water meter data management services on behalf of the shareholder. The shareholder paid \$0.1 million (2020 – \$0.1 million) for this service.

23. Commitments and contingencies

*General*

From time to time, the Company is involved in various litigation matters arising in the ordinary course of its business. The Company has no reason to believe that the outcome of any of these matters could reasonably be expected to have a materially adverse impact on the Company's financial position, results of operations or its ability to carry on any of its business activities.

*General Liability Insurance*

The Company is a member of the Municipal Electric Association Reciprocal Insurance Exchange ("MEARIE"). MEARIE is a pooling of public liability insurance risks of many of the LDCs in Ontario. All members of the pool are subjected to assessment for losses experienced by the pool for the years in which they were members, on a pro-rata basis based on the total of their respective service revenues. As at December 31, 2021, no assessments have been made.

*Letters of credit*

At December 31, 2021, the Company had provided \$4.3 million (2020 – \$4.3 million) in bank standby letters of credit to the IESO.

*Vendor commitments*

The Company has commitments in connection with new vehicle acquisitions of \$0.8 million (2020 – \$0.5 million).

*Operating leases*

The Company is committed to lease agreements for various vehicles, equipment and property rights. The future minimum non-cancellable annual lease payments are as follows:

	2021	2020
Less than one year	\$ 310	\$ 309
Between one and five years	666	587
More than five years	237	20
	<b>\$ 1,213</b>	<b>\$ 916</b>

The Company does not recognize right-of-use assets and lease liabilities for leases of low-value assets or leases with lease terms that are less than 12 months. Lease payments associated with these arrangements are instead recognized as an expense over the term on either a straight-line basis, or another systematic basis if more representative of the pattern of benefit. Operating leases expensed during the year ended December 31, 2021 was of \$0.3 million (2020 – \$0.3 million).

#### 24. Joint venture agreement

On January 1, 2013, The Company entered into an agreement with London District Renewable Energy Co-Operative Inc. ("LDREC") to create a joint venture with the legal name "London Renewable Energy Initiative" for the intention of identifying, applying for and constructing solar projects that have been approved under the Feed-in Tariff ("FIT") government program. The Company has a 49% equity interest in LDREC while appointing 60% of the members of the Executive Committee resulting in controlling interest. To date no significant work has been completed and no amounts have been recorded in these financial statements in connection with this venture.

#### 25. Financial instruments and risk management

##### Fair value disclosure

The carrying values of cash, accounts receivable, due to shareholder and accounts payable and accrued liabilities approximate fair value because of the short maturity of these instruments. The carrying value of the customer deposits approximates fair value because the amounts are payable on demand.

The fair value of the long-term debt at December 31, 2021 is \$198 million (2020 – \$205 million). The fair value is calculated based on the present value of future principal and interest cash flows, discounted at the current rate of interest at the reporting date. The interest rate used to calculate fair value at December 31, 2021 was 1.41% (2020 – 1.15%).

##### Financial risks

The Company understands the risks inherent in its business and defines them broadly as anything that could impact its ability to achieve its strategic objectives. The Company's exposure to a variety of risks such as credit risk, interest rate risk, and liquidity risk, as well as related mitigation strategies are discussed below.

##### a) Credit risk

Financial assets carry credit risk that a counter-party will fail to discharge an obligation which would result in a financial loss. Financial assets held by the Company, such as accounts receivable, expose it to credit risk. The Company primarily assesses credit risk exposure by customer segment. Concentrations of consumption by segment or individual customer, may impact risk due to varying energy consumption patterns and allowable security deposit requirements associated with each segment. The Company is not exposed to a significant concentration of credit risk within any customer segment or individual customer. No single customer accounts for revenue in excess of 10% of total revenue.

#### 25. Financial instruments and risk management (continued)

##### a) Credit risk (continued)

The carrying amount of accounts receivable is reduced through the use of an allowance for impairment and the amount of the related impairment loss is recognized in the Statement of Comprehensive Income as bad debt expense. Subsequent recoveries of receivables previously provisioned are credited to the Statement of Comprehensive Income. The balance of the allowance for impairment loss at December 31, 2021 is \$4.5 million (2020 – \$3.7 million). During the year ended December 31, 2021, bad debt expense was \$1.3 million (2020 – \$0.8 million). At December 31, 2021, approximately \$1.8 million (2020 – \$1.4 million) is included in the allowance for doubtful accounts for uncollectible amounts relating to water consumption. No bad debt expense has been realized in the Statement of Comprehensive Income in connection with water consumption as these amounts are fully recovered from the City of London.

The Company's credit risk associated with accounts receivable is primarily related to payments from distribution customers. At December 31, 2021, approximately \$4.0 million (2020 – \$3.2 million) is considered 60 days past due. The Company has approximately 164 thousand customers, the majority of whom are residential.

By regulation, the Company is responsible for collecting both the distribution and energy portions of the electricity bill. On average, the Company earns 23% of amounts billed to customers with the remaining 77% being collected for other parties. The Company is therefore exposed to a credit risk substantially greater than the income that it regularly earns. Credit risk is managed through collection of security deposits from customers in accordance with directions provided by the OEB. At December 31, 2021, the Company held deposits in the amount of \$2.6 million (2020 – \$4.9 million). If presented with substantial credit losses, the Company has the ability to make an application to the regulator for recovery of those losses through distribution rate adjustments in future years.

##### b) Market risk

Market risks primarily refer to the risk of loss that result from changes in commodity prices, foreign exchange rates, and interest rates. The Company currently does not have significant commodity or foreign exchange risk. The Company is exposed to fluctuations in interest rates as the regulated rate of return for the Company's distribution business is derived using a complex formulaic approach which is in part based on the forecast for long-term Government of Canada bond yields. This rate of return is approved by the OEB as part of the approval of distribution rates. A 1% increase or decrease in the interest rate at December 31, 2021 would have no impact (2020 – nil) on interest expense on the long-term debt as all debt instruments are fixed.



**25. Financial instruments and risk management (continued)**

c) Liquidity risk

The Company monitors its liquidity risk to ensure access to sufficient funds to meet operational and investing requirements. The Company's objective is to ensure that sufficient liquidity is on hand to meet obligations as they fall due while minimizing interest exposure. The Company monitors cash balances to ensure that sufficient levels of liquidity are on hand to meet financial commitments as they come due. The majority of accounts payable, as reported on the Statement of Financial Position, are due within 30 days.

The Company has an uncommitted operating revolving line of credit facility of \$20.0 million with the Toronto Dominion Bank. At December 31, 2021 the amount drawn by the Company under this line of credit was nil (2020 – nil). The line of credit is unsecured and interest is at bank prime rate on prime based borrowings minus 0.5%, or at Bankers' Acceptances ("B/A") rates plus a 0.75% stamping fee on B/A based borrowings.

The Company also has a bilateral facility for \$4.3 million for the purpose of issuing letters of credit mainly to support the prudential requirements of the IESO, of which nil has been drawn and posted with the IESO (2020 – nil).

d) Capital disclosures

The main objectives of the Company, when managing capital, are to ensure ongoing access to funding to maintain and improve the electricity distribution system, compliance with covenants related to its credit facilities, prudent management of its capital structure with regard for recoveries of financing charges permitted by the OEB on its regulated electricity distribution business, and to deliver the appropriate financial returns.

The Company's definition of capital includes shareholder's equity and long-term debt.

	2021	2020
Long-term debt	\$ 200,000	\$ 200,000
Shareholder's equity	191,525	174,916
	\$ 391,525	\$ 374,916

**25. Financial instruments and risk management (continued)**

e) Other risk – Impact of COVID-19

The COVID-19 outbreak was declared a pandemic by the World Health Organization on March 11, 2020. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus. The Government of Ontario originally announced a state of emergency on March 17, 2020 which remained in effect until July 24, 2020 when the Reopening Ontario Act, 2020 was introduced providing for restrictive orders. A secondary state of emergency was declared effective January 14, 2021 until February 16, 2021 and a third state of emergency was declared effective April 8, 2021 until May 5, 2021 with further steps for reopening commencing thereafter. These measures, which include the implementation of travel bans, self-imposed quarantine periods and physical distancing, have caused material disruption to businesses globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable. The OEB issued an Accounting Order on March 25, 2020 for the establishment of deferral accounts and informed the Company that it is to track any COVID-19 related expenses for potential recovery. On June 17, 2021, the OEB issued OEB-2020-0133 to provide guidance and clarification as to amounts that may be eligible for recovery through future rates. Eligible amounts include certain lost revenues as well as incremental expenditures incurred as a result of the pandemic that are deemed to be material. The current challenging economic climate may lead to adverse changes in cash flows, working capital levels and/or debt balances, which may also have a direct impact on the Company's operating results and financial position in the future. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and our business are not known at this time.

**26. Subsequent event**

On March 22, 2022, the Board of Directors declared a \$5.0 million dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2022.



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**LONDON HYDRO INC.**  
**(the “Corporation”)**

**WHEREAS** subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the “Act”) provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following resolutions, signed by the sole shareholder of the Corporation entitled to vote thereon, are hereby passed pursuant to the provisions of the Act:

**FINANCIAL STATEMENTS**

It is hereby acknowledged that the balance sheet of the Corporation as at December 31, 2021, and the other audited financial statements, together with Auditors’ Report, of the Corporation for the financial year ended on such date have been received by the undersigned shareholder of the Corporation.

**ELECTION OF DIRECTORS**

**WHEREAS** pursuant to an Amended and Restated Shareholder Declaration, as amended (the “**Amended and Restated Shareholder Declaration**”), the board of directors of the Corporation shall consist of seven directors, six of which shall be composed of various classes of directors, each serving for a three-year term, and the seventh member of the fourth class shall serve as the representative of the municipal council of The Corporation of the City of London;

**AND WHEREAS** the terms of the directors that are members of the first class expire at the annual meeting of shareholders held in 2022 pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration;

**NOW THEREFORE BE IT RESOLVED THAT:**

1. Each of the following persons, being directors that are members of the first class pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration, is hereby **elected** as a director of the Corporation to hold office for a term with the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<b><u>Class</u></b>	<b><u>Name of Director</u></b>	<b><u>Term</u></b>
First	Gabriel Valente	The close of the annual meeting of shareholders to be held in 2025 for the financial year ending December 31, 2024
First	Jack Smit	The close of the annual meeting of shareholders to be held in 2025 for the financial year ending December 31, 2024

**CONFIRMATION OF CONTINUING TERMS**

2. Each of the following persons, being directors that are members of the second, third and fourth class, as provided for below, pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration, are hereby confirmed as having a term continuing until the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<b><u>Class</u></b>	<b><u>Name of Director</u></b>	<b><u>Term</u></b>
Second	Connie Graham	The close of the annual meeting of shareholders to be held in 2023 for the financial year ending December 31, 2022
Second	Guy Holburn	The close of the annual meeting of shareholders to be held in 2023 for the financial year ending December 31, 2022
Third	Andrew Hrymak	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Third	Tania Goodine	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Fourth	Michael van Holst	The term ending November 30, 2022

**RESOLVED THAT:**

KPMG LLP are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders or until a successor is appointed by the shareholder at such remuneration as may be fixed by the directors and the directors are hereby authorized to fix such remuneration.

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

## Report to Strategic Priorities & Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Scott Mathers, MPA, P. Eng.,  
Deputy City Manager, Planning and Economic Development

**Subject:** 2023 Growth Management Implementation Strategy (GMIS)  
Update

**Date:** Public Participation Meeting on June 7, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development regarding the implementation of the London Plan growth management policies applicable to the financing of growth-related infrastructure works, the following actions be taken:

- a) the 2023 Growth Management Implementation Strategy Update **BE APPROVED** as attached in Appendix 'B'; it being noted that:
  - a. Stoney Creek SWM 7.1 will be rescheduled from 2023 to 2025
  - b. Stoney Creek SWM 8 will be rescheduled from 2023 to 2025;
  - c. Stoney Creek SWM 10 will be rescheduled from 2025 to 2027;
  - d. \$1.5 million of the Kilally Road project will be rescheduled from 2030 to 2023.
  - e. North Lambeth SWM P2 – North will be rescheduled from 2023 to 2025;
  - f. Thornicroft Drain Improvements will be rescheduled from 2026 to 2024; and
  - g. project design work for North Lambeth SWM P2 – North, North Lambeth SWM P2 – South and Thornicroft Drain Improvements will commence in 2023.
- b) The Capital Budget **BE ADJUSTED** to reflect the timing changes associated with the projects noted in clause (a) above.

## Executive Summary

The Growth Management Implementation Strategy (GMIS) is an important tool for Council to coordinate growth infrastructure with development approvals and correspond with the pace of growth across the city, while maintaining an acceptable financial position. It allows for the adjustment of Development Charge (DC)-funded project timing between DC background studies and is updated annually to ensure project timing continues to align the pace of development while ensuring financial sustainability.

The scope of the 2023 GMIS's analysis focuses on all projects that will directly impact specific subdivision or site plan applications. The attached tables and figures outline the timing of key growth-related infrastructure projects needed to facilitate development. Council's adopted Project Evaluation Framework is used to review future infrastructure project timing with the aim of providing a future 3-year supply of single detached residential lots in each greenfield area.

Through the GMIS review process, it is recommended that two projects be accelerated, and four projects be deferred based on aligning the timing of these projects with the timing of expected development. The timing of all remaining GMIS infrastructure is recommended to remain unchanged. Extensive developer and community stakeholder consultation is a vital part of the GMIS process.

## Linkage to the Corporate Strategic Plan

This report supports the 2019-2023 Strategic Plan for the City of London through the Building a Sustainable City strategic area of focus by advancing the growth and development policies of the London Plan through enhanced implementation tools and infrastructure. The annual review of growth infrastructure plans to balance development needs with available funding is a specific action of the strategic plan.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

**May 18, 2021** – Strategic Priorities and Policy Committee – 2022 Growth Management Implementation Strategy (GMIS) Update.

**October 20, 2020** – Strategic Priorities and Policy Committee – 2021 Development Charges Update Covering Report and Proposed By-law.

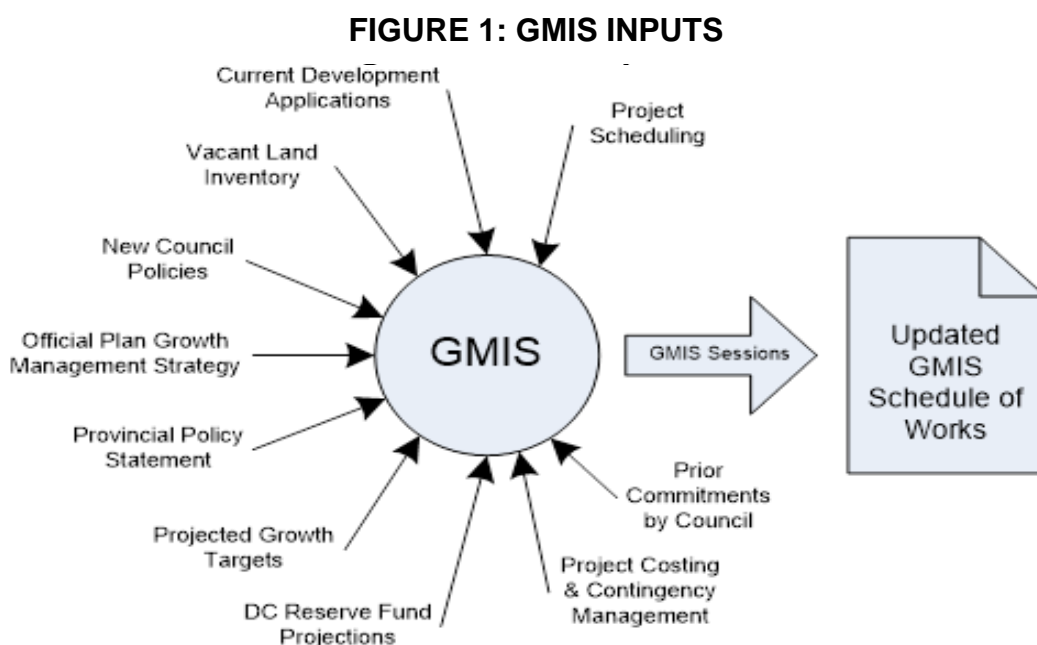
#### 1.2 Background

The London Plan identifies the extent of the City’s Urban Growth Boundary and requires that the municipal services needed to accommodate the planned growth be identified. Through servicing strategies, municipal services are identified as growth-related projects that are then incorporated into each Development Charges (DC) Background Study which are prepared every five years. The timing and cost of these projects form the basis for the development charge rate calculation – which once approved becomes the charge for new development over the next five years. The DC-funded projects, their timing and the funding sources are then incorporated in the City’s capital budget.

The GMIS is the tool identified by the London Plan that provides flexibility to allow for timing adjustments of DC-funded projects between DC studies. The GMIS is updated annually to ensure project timing continues to align with growth and responds to market conditions while ensuring financial sustainability. The GMIS considers the pace of development, the status of DC reserve funds, and the desires of developers to progress development applications in areas designated by the London Plan for growth.

#### 1.3 GMIS Inputs and Principles

The GMIS update involves the integration of multiple inputs (Figure 1). Typically, each GMIS update assesses the collected information against the eight Council approved principles of GMIS to make appropriate adjustments to the schedule of works.



As part of drafting the first GMIS in 2008, staff and development industry representatives participating in the DC Implementation Team helped develop core principles for the implementation of the City's growth management policies. These core principles guide annual GMIS updates. The eight core principles set out by Council in 2008 include:

1. Provide direction for timely and cost-efficient extension of municipal services both from an efficiency and municipal affordability perspective.
2. Support growth costs that are affordable within our financial capacity, having regard for both the capital and operating costs of services to support growth.
3. Allocate growth in a manner that optimizes the use of existing services and facilities.
4. Support the development of sufficient land to meet the City's growth needs and economic development objectives.
5. Support the implementation of Official Plan growth management policies.
6. Support the completion of existing development approvals.
7. Maintain lot and land supply that is consistent with provincial policies and conducive to a healthy housing market.
8. Co-ordinate the phasing of development approvals and the scheduling/funding of works through the capital budget.

The initial GMIS document from 2008 provided a schedule for growth infrastructure with estimated costs over the 20-year growth period. This schedule was incorporated into the finalized DC Background Study which came into effect with the passing of the DC By-law in August 2009. Since then, the GMIS has been updated annually, reflecting adjustments to timing for DC-funded projects.

## **2.0 Discussion and Considerations**

### **2.1 2023 GMIS: Introduction**

The 2023 GMIS report builds upon information provided in previous GMIS reports and seeks to sustain adequate servicing of growth areas in the City of London while ensuring financial sustainability. The scope of the 2023 GMIS analysis includes all projects that directly impact specific subdivision or site plan applications with the goal of creating the most efficient servicing solutions possible.

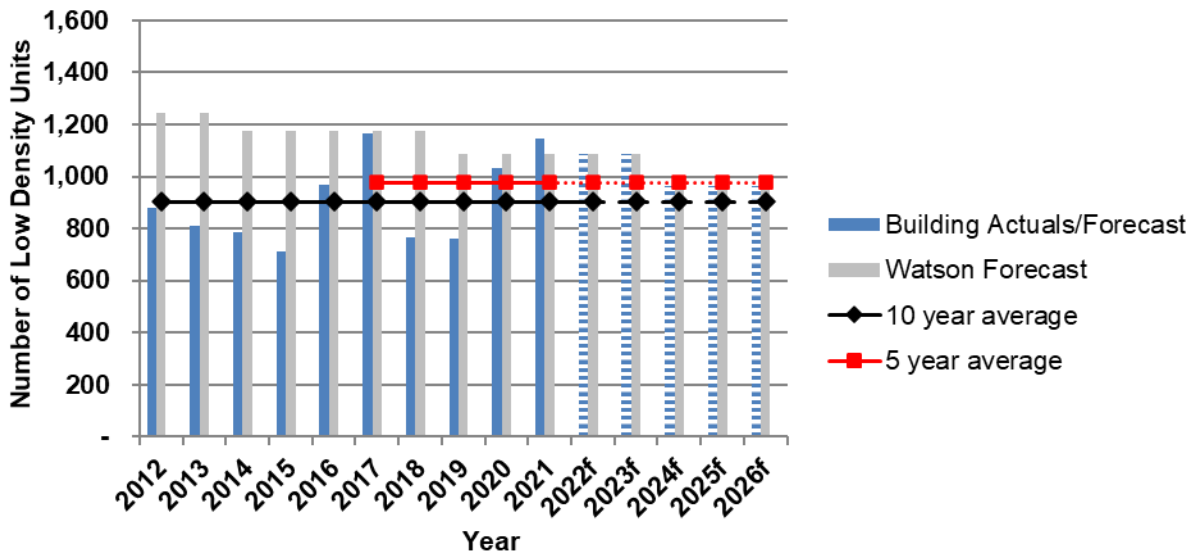
### **2.2 2023 GMIS: Growth and Development Observations and Trends**

An important relationship exists between the projected amount of residential and non-residential growth and the City's future investments in infrastructure projects. DC rate calculations are based on growth projections that determine servicing needs, which in turn establish DC rates. If actual growth in the form of development and building construction does not consistently meet the growth projections contained in the DC Background Study, then sufficient revenues are not being generated to maintain the original schedule of investments in infrastructure. The two key elements – growth activity and investment in infrastructure – should move in tandem.

For the 2023 GMIS Update, staff reviewed growth levels for all forms of residential and non-residential development. Figure 2 provides a graph of historic and forecasted growth for low-density residential development which is particularly important for DC purposes as single detached dwellings represent almost 50% of calculated DC revenues and are the primary driver for the construction of new infrastructure to support greenfield subdivisions. It should be noted however, that growth forecasts for all forms of residential and non-residential development are used for determining future DC revenues.



**FIGURE 2: LOW DENSITY RESIDENTIAL GROWTH: 2012-2026**



Staff notes the following growth observations and trends that impact DC revenues and the 2023 GMIS recommendation:

- In 2021, for the first time in a decade, single detached actuals exceeded forecasts with permits for 1,148 new dwelling units being issued. The 2019 Watson forecast anticipates an average of 1,088 single detached dwellings annually to 2024 and 961 single detached dwellings annually beyond. Staff is anticipating that recent trends will continue over the near- to medium-term based on proposed single detached lots in active subdivision applications. GMIS stakeholders have indicated that they continue to experience strong interest in detached dwellings and believe that this demand will be sustained into the future. Staff are monitoring recent trends in intra-provincial migration and the potential impacts of the pandemic on the housing sector including increased work-from-home options available to employees. These factors may have implications on the housing projections currently being prepared as the current environment was not fully anticipated when population growth was modelled in 2018.
- Medium density (townhouse/rowhouse) residential growth increased in 2021 to 790 units. The Watson forecast anticipates 517 units annually over the near- to medium-term. Builders have stated that they are experiencing elevated demand for townhouses as single detached home prices have increased substantially. Staff are also monitoring a trend of lands anticipated for future single detached uses being repurposed through planning applications for townhouse/rowhouse uses. It is anticipated that townhouse construction will remain elevated over the coming years due to serviceable supply, a rising demand for this housing form from young adults and retirees, and as a more affordable alternative to single detached dwellings.
- Apartment construction continues to be strong in London. After a record level of construction in 2020, permits for new units in 2021 remained strong with 1,924 being issued. While apartment construction has a “peaks and troughs” building cycle, elevated development interest remains for new apartment buildings, thus the Watson forecast of 704 units is being closely monitored. London’s apartment vacancy rate remains low and there is a high demand for apartments with below market rent.
- In 2021 new commercial space increased from 2020 to 17,809m<sup>2</sup> however this remains well below the Watson forecast of 31,829m<sup>2</sup>. Changes to the retail market have been highlighted through the pandemic, and it is anticipated that the commercial sector will continue to be challenged over the near to medium term.
- After a significant increase experienced in 2020, new institutional growth declined in 2021. Future institutional construction is difficult to predict as it is cyclical and generally relies on spending by upper levels of government. The forecast anticipates 42,512m<sup>2</sup> of new institutional space annually over the near- to medium-term.
- In 2021, Industrial growth remained strong and was above forecasted levels. Longer-term external forecasts for the industrial sector anticipate continued recovery, which coincides with the City’s development of new industrial lands attractive to larger industrial users. The Watson forecast anticipates a demand for 31,894m<sup>2</sup> of new industrial space annually over the near- to medium-term which is supported by a

recent increase in industrial land sales and development application activity.

### 2.3 2023 GMIS Stakeholder Consultation

Stakeholder engagement is a vital component of the annual GMIS update. Two general stakeholder meetings were held to provide an overview of growth information and reserve fund health, to discuss GMIS timing considerations and to outline draft project changes. In addition to the general meetings, individual one-on-one interviews were held with developers, builders and other community stakeholders that requested an opportunity to discuss development plans or issues with Staff related to GMIS projects.

A total of 14 one-on-one meetings were held with stakeholders, resulting in a wide array of perspectives and infrastructure timing requests for consideration. The interviews provided important information regarding the GMIS Infrastructure Project Evaluation Framework, growth modelling assumptions, development timelines, community benefits, and suggestions for process improvements. The collective knowledge of the stakeholders was vital to producing the recommended 2023 GMIS Update.

On May 5, the draft GMIS was presented to the stakeholders based on feedback received from the first round of interviews, growth and reserve fund analysis and internal discussions with City project managers. Although Staff is not able to accommodate all stakeholder requests, the continued dialogue through the GMIS process has produced an infrastructure strategy that maximizes development opportunities while not increasing concerns about the financial sustainability of DC reserve funds.

### 2.4 2023 GMIS Stakeholder Review

Through the stakeholder consultations, five requests for project accelerations and three deferral requests were received from development stakeholder to realign projects with their anticipated development timing. The requests were considered in the context of the eight core principles set out by Council in 2008, an analysis of the Development Charge Reserve Funds, and the project timing review tests set out below.

The GMIS process uses a series of questions to inform project timing and consider requests to accelerate projects. Each serves as a “lens” for evaluating whether changes are merited to the timing of infrastructure projects and are applied equally to all projects. Referred to as the GMIS “tests,” the questions are as follows:

- ***Is the project needed to provide additional buildable lots to meet demand in the growth area?***
- ***Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?***
- ***Can we afford the project?***

To accelerate a project, all three tests must be met. The first question speaks to the need for infrastructure, in relation to market demand and the supply of lots in a geographic area. This criterion is used to match the pace of infrastructure construction with the pace of growth with an aim to provide a future 3-year supply of single detached residential lots in each greenfield area.

This project evaluation framework was endorsed by Council as part of the 2017 GMIS Update and is to be used by subsequent updates such as this exercise. Appendix ‘A’ provides a summary of the GMIS growth framework and the results of the analysis conducted by Staff, based on feedback received from stakeholder interviews.

The demand inputs used reflect the Council adopted 2019 DC Watson forecasts that were carried forward to the 2021 DC Background Study Update and By-law. These forecasts assume a city-wide single detached dwelling demand of 1,088 units/year to 2023, and 961 units/year during the 2024-2029 period.

## 2.5 2023 GMIS Recommended Project Timing Adjustments

In general, the current timing for projects aligns with the needs of the development community stakeholders and provides for significant new growth opportunities throughout the City. Appendix 'B' (2023 GMIS Project Tables and Figures) proposes a Schedule of Works that identifies the timing of key growth-related infrastructure projects required to facilitate development throughout the City over 0-5 year, 6-10 year and 10+ year horizons. This Schedule of Works maintains timing that is similar to that approved by Council as part of the 2021 DC Study Update.

The recommended project schedule discussed below is the best compromise between:

- maintaining financially sustainable reserve funds;
- the desire of landowners/developers to advance timing on projects that will accelerate development of their land holdings; and
- the feasibility of advancing infrastructure projects given the time needed to construct them in a judicious manner.

From the 2023 GMIS Update analysis, Table 1 below identifies proposed project timing adjustments to last year's 2022 GMIS Update. One stormwater and a portion of one road project are recommended to be accelerated and four stormwater projects are recommended to be deferred. All other GMIS projects are recommended to maintain their current timing. The final project timing outlined for the 2023 GMIS is subject to the approval of the 2023 Capital Budget Update. ***A more complete discussion of the project timing to be adjusted in the tables above is provided in Appendix 'D'.***

**TABLE 1: 2023 GMIS PROJECT TIMING ADJUSTMENTS**

Service	Project Description	2021 DC Study Year	Rationale for Timing Change	2023 GMIS Year	Total Gross Cost
Stormwater	Stoney Creek SWM 7.1	2023	No application on benefitting lands	2025	\$1.8M
Stormwater	Stoney Creek SWM 8	2023	No application on benefitting lands	2025	\$1.9M
Stormwater	Stoney Creek SWM 10	2025	Developer deferral request to align with development timing	2027	\$2.7M
Stormwater	N. Lambeth SWM P2 - North	2023	Developer deferral request to align with development timing	2025	\$2.6M
Stormwater	Thorncroft Drain Improvements	2026	Align with related stormwater projects	2024	\$4.3M
Roads	Portion of Kilally Road – Webster to Clarke	2030	Provide road-related costs for water project	2023	\$1.5M

## 2.6 2023 GMIS Developer Requests Not Recommended

Table 2 identifies requests received through GMIS stakeholder consultations that are not being recommended for acceleration as part of the 2023 GMIS. In general, Staff are not recommending the following infrastructure timing requests due to affordability constraints or that they are not projects identified in the 2021 Development Charges Background Study Update, thus there is no project or timing to adjust.

**TABLE 2: PROJECT TIMING REQUESTS NOT RECOMMENDED BY STAFF**

Service	Project Description	Stakeholder Request	2021 DC Study Timing	Requested 2022 GMIS Timing	Total Gross Cost
Wastewater	Wharncliffe Sewer	Magnificent	2027	2023	\$1.1M <sup>1</sup>
Wastewater	Creamery Road Sanitary Servicing	Dancor	n/a	n/a	n/a
Wastewater	Wilton Grove Road East Sanitary Servicing	Dancor	n/a	n/a	n/a

Note 1: This figure represents the project cost being recovered for by Development Charges. The project estimate has been revised to \$4-5 million.

***A more complete discussion of the requests and Staff rationale is provided in Appendix 'E'.***

While not recommended for acceleration in the 2023 GMIS Update, the requests on Table 2 will be considered comprehensively through the 2025 DC master planning process to begin later in 2022. This will ensure that these longer-range requests are considered and coordinated with greenfield area lot supply and demand, any technical issues are resolved, and importantly timing and cost estimates are reviewed in the context of implications on the recalculated 2025 Development Charges rate. These requests have been consolidated with requests received through previous GMIS updates on the Table below.

**TABLE 3: PROJECT REQUESTS TO BE CONSIDERED DURING 2025 DC MASTER PLANS**

<b>Project Description</b>	<b>2021 DC Study Year</b>	<b>Requested 2025 DC Study Timing</b>	<b>2025 DC Master Plan Request</b>
Wharnccliffe Sewer	2027	2025	Advance project timing to align with anticipated development timing
Creamery Road Sanitary Servicing	n/a	n/a	Review sanitary servicing for the Creamery Road area
Wilton Grove Rd. E. Sanitary Servicing	n/a	n/a	Review sanitary servicing for the Wilton Grove Road East area
N. Lambeth SWM P1 - North	2033	2026	Advance project timing to align with anticipated development timing
N. Lambeth SWM P1 - South	2033	2026	Advance project timing to align with anticipated development timing
South Lambeth Sanitary Servicing	n/a	n/a	Review sanitary servicing for the south Lambeth area

## **2.7 Financial Impact/Considerations**

Staff have conducted detailed financial modeling to assess the financial feasibility of the GMIS project adjustments noted above. The financial modelling has been informed by the outcomes and commentary provided in the Annual Treasurer’s Report recently received by Council.

Based on the analysis, the recommended GMIS project timing adjustments can be accommodated without compromising the financial health of the respective City Services Reserve Funds. However, there are three Wastewater projects that are not recommended in part due to financial affordability issues. The Wastewater City Services Reserve Funds relies heavily on debt financing to accommodate the growth infrastructure plan. At this time, the reserve fund cannot accommodate additional debt without compromising the health of the reserve fund and ultimately future growth infrastructure servicing needs. Staff will closely monitor debt servicing trends for this reserve fund and will seek to reduce authorized, but unissued debt in accordance with the Council approved Debt Management Policy.

It should be noted that slower growth negatively impacting DC revenues and rising inflation in the capital budget would impact the City’s ability to accommodate future GMIS project advancement requests. Staff will continue to monitor current economic and market conditions and associated impacts to reserve funds.

## **2.8 2023 GMIS Short-Term Development Opportunities**

The proposed Schedule of Works in Appendix B provides infrastructure investment timing that accommodates a wide range of future housing demand scenarios. The City has committed \$33.7 million to GMIS infrastructure projects to be completed in 2022, including five stormwater management facilities, one sanitary trunk project and three watermain projects. Furthermore, the current timing plan assigns an additional \$95.3 million dollars to be spent on projects over the next five years between 2023 and 2027.

As of January 1, 2022, external servicing (water, sewer, stormwater) was in place for

lands capable of accommodating 7,767 single detached lots; 3,517 of which are in Registered and Draft Approved Subdivision plans. GMIS project construction in 2022 and 2023 will result in serviceable lands capable of accommodating an additional 2,266 single detached dwelling lots.

It is important to note that GMIS infrastructure only provides opportunity as serviceable lands are ultimately made available for dwellings through the subdivision approval process. Subdivision applications in all geographic areas of the city are advancing over the next few years that will provide new opportunities for residential and non-residential greenfield development throughout the City.

## **2.9 GMIS Booklet**

Each year, a “GMIS Booklet” is produced — a comprehensive reference document that contains mapping for new development areas, Vacant Land Inventory information (i.e. residential construction opportunities), infrastructure servicing areas, and up to date GMIS project timing. The booklet provides 0-5 year, 6-10 year and 10+ year project timing tables that is beneficial information to stakeholders for subdivision planning.

A draft version of the 2023 GMIS Booklet has been prepared to reflect the recommendations contained in this report. Subject to Council adoption of the GMIS (with revisions where applicable), a final version of the 2023 GMIS Booklet will be prepared. The document will be broadly circulated to GMIS stakeholders and City staff as well as being made available on the City’s website.

## **2.10 Next Steps**

Pending the adoption of the recommendations of this report, Staff will reflect the GMIS changes in the 2023 Annual Update to the Multi-Year Budget and collectively work towards addressing any implementation challenges so that infrastructure projects are delivered in a timely manner, consistent with the completion of subdivision approvals.

## **Conclusion**

The GMIS is an important tool for Council to coordinate growth infrastructure with development approvals and to manage available financial resources. The combination of overall stable DC revenues in 2021 and minimal changes in project cost variances since last year’s GMIS allow the City to maintain the current GMIS timing for growth infrastructure projects and permit some flexibility to advance projects based on warranted growth needs.

The 2023 GMIS Update recommendations provide for infrastructure investment timing that can accommodate a wide range of future housing demand scenarios. Staff will continue to work with and consult with development and community stakeholders over the coming year to ensure efficient and timely servicing that will provide for a logical and sustainable progression of growth well into the future.

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May 27, 2022  
KE\ke

Cc: Paul Yeoman – Director, Capital Assets & Projects  
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**Appendix 'A': GMIS Infrastructure Project Evaluation Framework**

**Appendix 'B': 2023 GMIS Project Tables and Figures:**

- Table B1 - GMIS Annual Update 2023: Detailed List of Works and Costs by Service 5 Year Projects
- Figure B1 - GMIS Annual Update 2023: Works 0-5 Years (2023-2027) Year of Construction
- Table B2 – GMIS Annual Update 2023: Detailed List of Works and Costs by Service 6-10 Year Projects
- Figure B2 – GMIS Annual Update 2023: Works 6-10 Years (2028-2032) Year of Construction
- Table B3 – GMIS Annual Update 2023: Detailed List of Works and Costs by Service 10+ Year Projects
- Figure B3 - GMIS Annual Update 2023: Works 10+ Years (2033-) Year of Construction

**Appendix 'C': List of GMIS Stakeholders**

**Appendix 'D': Rationale for 2023 GMIS Project Timing Adjustments**

**Appendix 'E': Detailed Commentary Regarding Developer Infrastructure Requests**

## Appendix A – GMIS Infrastructure Evaluation Framework

### GMIS “Tests”

The following questions are applied to each project listed in the GMIS in relation to the development contained within the benefitting area. The three questions serve as separate, but related lenses for considering infrastructure timing and all three tests must be met in order to consider acceleration of a project.

- a) **Is the project needed to provide additional buildable lots to meet demand in the growth area?** (If yes, proceed to Test 2; if no, maintain timing/defer project).
- b) **Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?** (If yes, proceed to Test 3; if no, maintain timing/defer project).
- c) **Can we afford the project?** (If yes, consider project acceleration; if no, maintain timing/defer project, or alternatively other projects must be deferred to accommodate the selected project).

### GMIS Targets/Growth Modelling

In order to address GMIS Test a) outlined above, growth modelling is required to examine demand for and supply of single detached residential lots for each of the City’s greenfield growth areas (North, Northwest, Northeast, Southeast, Southwest, West). The model is informed by the following targets and assumptions:

- Provide three (3) years of permit ready supply of single detached lots in each greenfield area (where possible);
- Using the adopted Watson forecast for single detached units per year, deduct 5% to account for construction within the Built-Area Boundary and a further 11% to address detached dwellings constructed on medium density designated lands (i.e., Vacant Land Condominiums). This will provide for an “apples-to-apples” comparison of demand for single detached residential lots with available supply;
- Base the model on when building permits can be issued for developable lands, rather than on the timing of the installation of major infrastructure (i.e., “permit-ready” supply of lands versus “serviced” supply of lands);
- Assume the following market capture shares for single detached lots, based on a review of historic trends and stakeholder feedback:
  - North: 20%
  - Northwest: 21%
  - Northeast: 8%
  - Southeast: 15%
  - Southwest: 21%
  - West: 15%
- In establishing the baseline, employ subdivision timing and phasing from information supplied by development proponents in the GMIS interviews and adjust where warranted based on model iterations and professional judgement;
- Select year of registration at the year following the construction of infrastructure to provide a buffer for any process-related issues that may arise; and,
- Provide opportunities in multiple locations and for multiple developers (where possible).

The results of the 2023 GMIS growth modelling are provided in the following tables.

### North Demand and Supply Analysis

LDR Units/Year Watson Scenario	1088	1088	961	961	961	961	961	961	893	893	893	893	893	893
* 95% on greenfield lands	920	920	920	920	813	813	813	813	813	813	755	755	755	755
* 11% of unit construction as VLC	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

APRIL 2022

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Opening Supply	86	0	0	82	244	413	602	756	807	811	811	811	811	811	811	811
Add: New Supply	105	242	266	325	331	352	316	214	155	151	151	151	151	151	151	151
Subtotal	191	242	266	407	575	765	918	970	962	962	962	962	962	962	962	962
Subtract: Demand	184	184	184	163	163	163	163	163	151	151	151	151	151	151	151	151
<b>Years of Serviced Supply</b>	<b>1.0</b>	<b>1.3</b>	<b>1.4</b>	<b>2.5</b>	<b>3.5</b>	<b>4.7</b>	<b>5.6</b>	<b>6.0</b>	<b>6.4</b>	<b>6.4</b>	<b>5.9</b>					
Carry-Over	0	0	82	244	413	602	756	807	811	811	740					

Subdivisions Legend	
<span style="background-color: yellow;"> </span>	Infrastructure construction year
<span style="background-color: grey;"> </span>	Estimate as no application received to date
<span style="background-color: black;"> </span>	Subdivision build-out date

Infrastructure Project Timing Legend	
<span style="background-color: blue;"> </span>	2022 DC Study construction timing maintained
<span style="background-color: green;"> </span>	Proposed 2023 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Yr	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
39T-09501	Serviced	2022	234	39	39	39	39	39	39	39	39	0	0	0	0	0	0	0	0
39T-16503	Serviced	2023	45	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-18501	Serviced	2022	66	66	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-18501_1	Serviced	2023	42	42	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-07502 Ph 1	Serviced	2022	430	430	72	72	72	72	72	70	0	0	0	0	0	0	0	0	0
39T-07502 Ph 2	Serviced	2025	46	46	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-11502	Serviced	2024	138	138	35	35	35	35	33	0	0	0	0	0	0	0	0	0	0
SC-100/200/201	Serviced	2025	46	46	23	23	23	23	0	0	0	0	0	0	0	0	0	0	0
SC-101/202	Serviced	2027	32	32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SC-102	Serviced	2028	477	477	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
SC-103	Serviced	2025	55	55	28	27	0	0	0	0	0	0	0	0	0	0	0	0	0
SC-203/205	Serviced	2027	14	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SD-102/203	Serviced	2026	95	95	31	31	31	31	0	0	0	0	0	0	0	0	0	0	0
SD-200/201	Serviced	2023	44	44	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UP-100 Ph 1/200	Serviced	2024	596	596	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
UP-100 Ph 2/200	Serviced	2024	192	192	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32
UP-101	Serviced	2025	49	49	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UP-201	Serviced	2024	13	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total			2614	105	242	266	325	331	352	316	214	155	151	151	151	151	151	151	151

Note: No application (grey) supply includes vacant Op Designated VU LDR lands and assumes 25% of VU MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Stoney Creek SWM 8				X														
Stoney Creek 7.1 SWM				X														
Sunningdale Road Phase 3																		
Stoney Creek SWM 10					X													



### Northeast Demand and Supply Analysis

LDR Units/Year Watson Scenario	1088	1088	1088	961	961	961	961	961	961	961	961	961	961	961	961
* 95% on greenfield lands	920	920	920	813	813	813	813	813	813	813	813	813	813	813	813
* 11% of unit construction as VLC	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%

APRIL 2022

	0	1	2	3	4	5	6	7	8	9	10
Opening Supply	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Add: New Supply	0	0	0	103	274	445	674	893	1081	1220	1300
Subtotal	0	0	177	236	339	510	739	958	1146	1280	1361
Subtract: Demand	11	0	177	339	510	739	958	1146	1280	1361	1520
Years of Serviced Supply	74	74	74	65	65	65	65	65	60	60	60
Remaining	0.1	0.0	2.4	5.2	7.8	11.4	14.7	17.6	21.2	22.5	25.2
	0	0	103	274	445	674	893	1081	1220	1300	1460

### Subdivisions Legend

Infrastructure construction year
Estimate as no application received to date
Subdivision build-out date

### Infrastructure Project Timing Legend

2022 DC Study construction timing maintained
X Proposed 2023 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Yr	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
39T-20502	2023	2024	231																
HH-100	Serviced	2025	78																
HH-101/102	Serviced	2027	3																
HH-103/205	Serviced	2024	358																
HH-104/204	Serviced	2023	367																
HH-105/206 Ph1	Serviced	2025	233																
HH-105 Ph 2/206/701	2027+	2027	839																
HH-106/700	2031	2032	138																
HH-202/203	Serviced	2028	8																
HH-207	2031	2032	44																
FS-100	Serviced	2026	29					29											
FS-200/201/202	Serviced	2028	24									24							
CM-100/101	Serviced	2031	114																
AP-701	Serviced	2030	12																
Total			2478	0	0	177	236	236	294	284	253	199	141	220	119	119	117	83	0

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Kilially South, East Basin, SWMF 1																		
Kilially Road Water																		
Kilially Road Road Improvements		X																
Kilially South, East Basin, SWMF 2																		
Kilially South, East Basin, SWMF 3																		



### Southwest Demand and Supply Analysis

LDR Units/Year Watson Scenario	1088	1088	1088	961	961	961	961	961	961	893	893	893
* 95% on greenfield lands	920	920	920	813	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

APRIL 2022

	0	1	2	3	4	5	6	7	8	9	10
Opening Supply	36	132	186	380	495	664	726	725	653	589	522
Add: New Supply	234	192	332	237	291	184	121	50	49	46	0
Subtotal	270	324	518	617	786	848	847	775	702	635	522
Subtract: Demand	138	138	138	122	122	122	122	122	113	113	113
<b>Years of Serviced Supply</b>	<b>2.0</b>	<b>2.3</b>	<b>3.8</b>	<b>5.1</b>	<b>6.4</b>	<b>7.0</b>	<b>6.9</b>	<b>6.4</b>	<b>6.2</b>	<b>5.6</b>	<b>4.6</b>
Remaining	132	186	380	495	664	726	725	653	589	522	409

Subdivisions Legend	
<span style="background-color: yellow;"> </span>	Infrastructure construction year
<span style="background-color: grey;"> </span>	Estimate as no application received to date
<span style="background-color: black;"> </span>	Subdivision build-out date

Infrastructure Project Timing Legend	
<span style="background-color: blue;"> </span>	2022 DC Study construction timing maintained
<span style="background-color: green;"> </span>	Proposed 2023 GWIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Year	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
39T-06507	Serviced	2024	300																
39T-06507_1	Serviced	2022	272	93	93	60	86	0	0	0	0	0	0	0	0	0	0	0	0
39T-17502	Serviced	2022	68	68	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-92020_17	Serviced	2022	174	58	58	58	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-92020_18	Serviced	2023	163		41	41	41	40	0	0	0	0	0	0	0	0	0	0	0
39T-92020_19	Serviced	2024	172		43	43	43	43	0	0	0	0	0	0	0	0	0	0	0
39T-19501	Serviced	2022	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HR-100/109/110/111	Serviced	2028	11							11	0	0	0	0	0	0	0	0	0
HR-201	Serviced	2028	5							5	0	0	0	0	0	0	0	0	0
JC-104	Serviced	2026	28					28	0	0	0	0	0	0	0	0	0	0	0
JC-202	Serviced	2029	5								5	0	0	0	0	0	0	0	0
JC-204/205	Serviced	2030	4									4	0	0	0	0	0	0	0
JC-701	Serviced	2025	77										0	0	0	0	0	0	0
JC-702	Serviced	2026	73					39					38	0	0	0	0	0	0
JC-703 Ph 1	Serviced	2026	271					37					36	0	0	0	0	0	0
JC-703 Ph 2	Serviced	2025	54									45	45	0	0	0	0	0	0
JC-704/705	Serviced	2024	44				54	0	0	0	0	0	0	0	0	0	0	0	0
JC-706	Serviced	2024	6					44	0	0	0	0	0	0	0	0	0	0	0
Total			1742	234	192	332	237	291	184	121	50	49	46	0	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VU LDR lands and assumes 25% of VU MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
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**Southwest Demand and Supply Analysis**

LDR Units/Year Watson Scenario	1088	1088	1088	961	961	961	961	961	893	893	893
* 95% on greenfield lands	920	920	920	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	Capture %	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%

APRIL 2022

	0	1	2	3	4	5	6	7	8	9	10
Opening Supply	238	222	267	496	803	1184	1700	1985	2161	2431	2741
Add: New Supply	177	238	422	478	552	687	455	347	429	468	436
Subtotal	415	460	689	974	1355	1871	2155	2332	2590	2899	3177
Subtract: Demand	193	193	193	171	171	171	171	171	159	159	159
Years of Serviced Supply	2.1	2.4	3.6	5.7	7.9	11.0	12.6	13.7	16.3	18.3	20.0
Remaining	222	267	496	803	1184	1700	1985	2161	2431	2741	3018

**Subdivisions Legend**

Yellow	Infrastructure construction year
Grey	Estimate as no application received to date
Black	Subdivision build-out date

**Infrastructure Project Timing Legend**

Blue	2022 DC Study construction timing maintained
Green	Proposed 2023 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Year	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
39T-12503	Serviced	2022	83	83	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-12503_3	Serviced	2023	45	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-12503_4	Serviced	2024	97	49	48	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-14502	Serviced	2024	5		5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-17503	2022	2024	107	54	53	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-17503_1	2022	2023	188	47	47	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-16509	Serviced	2023	84	42	42	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-18504	2022	2023	93	47	46	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-21502	Serviced	2024	503	63	63	63	63	63	63	63	63	63	62	0	0	0	0	0	0
39T-21507	2025	2026	78		39	39	0	0	0	0	0	0	0	0	0	0	0	0	0
BT-100/206	2026	2027	97		49	48	0	0	0	0	0	0	0	0	0	0	0	0	0
BT-101/210/211	2026	2027	106		53	53	0	0	0	0	0	0	0	0	0	0	0	0	0
BT-200	Serviced	2024	27		27	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BT-204	Serviced	2024	12		12	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BT-212	2025	2026	22		22	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BT-213/214	2025	2026	105		35	35	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-100/200/201	2022	2026	121		40	40	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-101/217/218	Serviced	2025	28		28	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-102/202/203	Serviced	2024	33		33	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-104/219/220	Serviced	2027	36		36	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-105/210	Serviced	2026	67		34	33	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-107/114/221	2030	2031	324										54	54	54	54	54	0	0
LB-109	Serviced	2027	24		24	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-110	2022	2007	14		14	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-204	Serviced	2029	20		20	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-209	Serviced	2027	34		34	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-212/213	2030	2031	20										20	0	0	0	0	0	0
LB-700	2030	2033	27											27	0	0	0	0	0
LW-102/206	Serviced	2027	15		15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LW-107/218 Ph 1	Serviced	2025	43		43	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LW-107/218 Ph 2	2023	2025	356		89	89	0	0	0	0	0	0	0	0	0	0	0	0	0
LW-108	2027	2029	196		49	49	0	0	0	0	0	0	0	0	0	0	0	0	0
LW-110/200	2027	2033	298		49	49	0	0	0	0	0	0	0	0	0	0	0	0	48
LW-111/112/210/215/216	2027	2029	535		54	54	54	54	54	54	54	54	54	54	54	54	54	54	54
LW-113	2023	2030	503		50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
LW-115/116	Serviced	2024	6		6	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VLL LDR lands and assumes 25% of VLL MDLR lands will develop as LDR in accordance with 2011 Land Needs Study.

Subdivisions	Serviced Year	Reg'n Year	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
LW-202	2025	2026	46					46	0	0	0	0	0	0	0	0	0	0	0
LW-205	2025	2027	36						36	0	0	0	0	0	0	0	0	0	0
LW-217	2025	2026	17					17	0	0	0	0	0	0	0	0	0	0	0
LW-219	Serviced	2026	14					14	0	0	0	0	0	0	0	0	0	0	0
LW-701/702 (West)	2027	2028	548							55	55	55	55	55	55	55	55	55	53
LW-701 (East)	2027	2030	539								54	54	54	54	54	54	54	54	54
TB-100/201/202 (West)	Serviced	2024	63			32	31	0	0	0	0	0	0	0	0	0	0	0	0
TB-100/201/203 (East)	2033	2034	278																46
TB-101/211	2026	2027	142																0
TB-105/213 Ph 1	Serviced	2025	14				14	0	0	0	0	0	0	0	0	0	0	0	0
TB-105/210/213/214 Ph 2	2022	2025	175				58	58	56	0	0	0	0	0	0	0	0	0	0
TB-106/107/211/214/215	2022	2025	703				70	70	70	70	70	70	70	70	70	70	70	70	0
WO-101/102*	Serviced	2024	5			5	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL			6932	177	238	422	478	552	687	455	347	429	468	436	414	436	363	363	305

Note: No application (grey) supply includes vacant OP Designated VII LDR lands and assumes 25% of VII MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
A21a Lambeth Phase 1 Water																		
Pincombe SWMF 6																		
SS15A Sanitary Trunk Phase 2																		
North Lambeth SWM P7, P8 Corridor																		
Tributary 12 Channel																		
White Oaks SWM 3 - West																		
Bradley Ave - Jalna to Wharcliffe																		
North Lambeth SWM P2 - North																		
North Lambeth SWM P2 - South																		
SS15B Trunk Sewer																		
Pincombe SWM 3 - West																		
White Oaks SWM 3 - East																		
White Oaks Channel Complete Corridor																		
Pincombe SWM P4 - West																		
Thorncroft Drain Improvements																		
North Lambeth SWM P3																		
A21b Lambeth Phase 2 Water																		
A20 Dingman Water																		
Wharcliffe Sewer - Campbell to Bostwick																		
Pincombe SWM P5																		
White Oaks SWM P4 Phase 1																		
Old Oak SWM 2																		
Bradley Ave - Wonderland to Bostwick																		
Murray Marr SWM 1																		
North Lambeth SWM P6 - South																		
North Lambeth SWM P1 - North																		
North Lambeth SWM P1 - South																		

**West Demand and Supply Analysis**

LDR Units/Year Watson Scenario	1088	1088	1088	961	961	961	961	961	961	893	893	893
* 95% on greenfield lands	920	920	920	813	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	Capture %	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

APRIL 2022

	0	1	2	3	4	5	6	7	8	9	10
Opening Supply	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Add: New Supply	234	132	86	40	-6	-19					
Subtotal	36	92	92	76	109	67					
Subtract: Demand	270	224	178	116	103	48					
Years of Serviced Supply	138	138	138	122	122	122					
Remaining	132	86	40	-6	-19	-74					

**Subdivisions Legend**

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

**Infrastructure Project Timing Legend**

	2022 DC Study construction timing maintained
X	Proposed 2023 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Year	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
39T-21501	Serviced	2022	36	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BY-106	Serviced	2024	25		13	12													
WH-100/200	Serviced	2023	116		39	39													
WH-101	Serviced	2023	61		40	41													
WM-100/102	Serviced	2026	4					4											
WM-103/107/108/200	Serviced	2025	76					38											
WM-700	Serviced	2026	134					67	67										
Total			452	36	92	92	76	109	67	67	0	0	0	0	0	0	0	0	0

Note: No application (grey) supply includes vacant Op Designated VI LDR lands and assumes 25% of VI MIDR lands will develop as LDR in accordance with 2011 Land Needs Study.

**Infrastructure Project Timing**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Summercrest Water																		
Wickerson Water																		
Oxford St - Commissioners Rd to Westdel Bm																		

# Appendix B – 2023 GMIS Project Tables and Figures

**Table A1: GMIS ANNUAL UPDATE 2023  
DETAILED LIST OF WORKS AND COSTS BY AREA  
5 YEAR PROJECTS (2023 to 2027)**

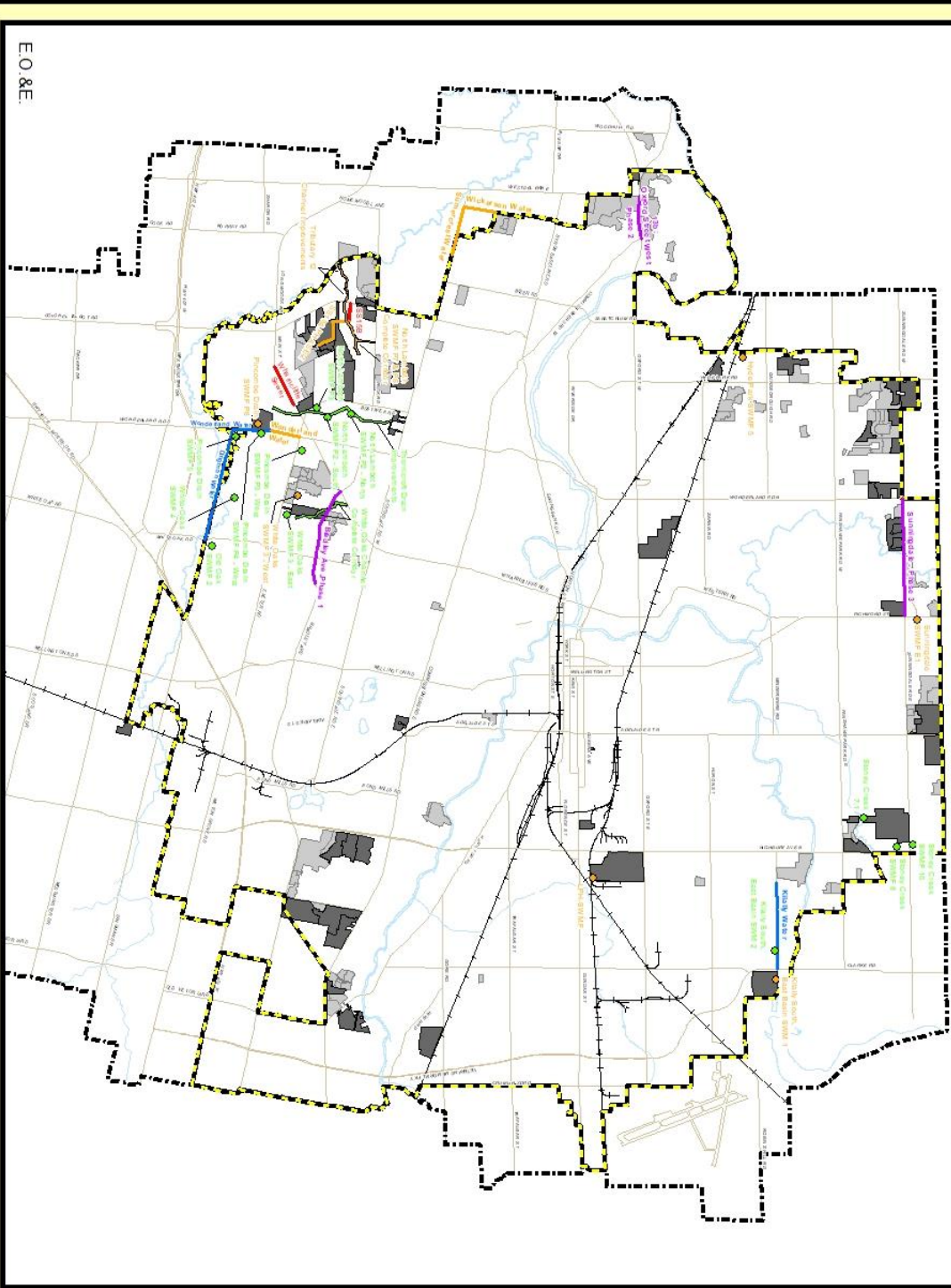
(E&O Excepted)

2022 GMIS TIMING	GMIS 2023 TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH		NON-GROWTH	
		DC ID	GENERAL DESCRIPTION	Service					
<b>BUILT AREA</b>									
2021-2038	2021-2038	DC19MS1002	Storm Sewer - Built Area Works	SWM	\$61,445,800	55.5%	\$34,102,419	44.5%	\$27,343,381
2021-2038	2021-2038	DC19WW1002	Wastewater Servicing - Built Area Works	Wastewater	\$29,521,700	37.6%	\$11,100,159	62.4%	\$18,421,541
2021-2038	2021-2038	DC19WD1002	Watermain - Built Area Works	Water	\$724,000	56.0%	\$405,440	44.0%	\$318,560
<b>TOTAL BUILT AREA PROJECTS</b>					<b>\$91,691,500</b>		<b>\$45,608,018</b>		<b>\$46,083,482</b>
<b>NORTH</b>									
<b>Stoney Creek</b>									
2023	2025	DC14MS0036	Stoney Creek SWMF 8	SWM	\$1,851,200	100.0%	\$1,851,200	0.0%	\$0
2023	2025	DC14MS0033	Stoney Creek SWMF 7.1	SWM	\$1,799,600	100.0%	\$1,799,600	0.0%	\$0
2025	2027	DC14MS0034	Stoney Creek SWMF 10	SWM	\$2,715,400	100.0%	\$2,715,400	0.0%	\$0
<b>TOTAL STONEY CREEK PROJECTS</b>					<b>\$6,366,200</b>		<b>\$6,366,200</b>		<b>\$0</b>
<b>Sunningdale</b>									
2023	2023	DC14RS0017	Sunningdale Road - Wonderland to 150m west of Richmond (2 to 4 through lanes)	Roads	\$21,839,700	92.8%	\$20,267,242	7.2%	\$1,572,458
<b>TOTAL SUNNINGDALE PROJECTS</b>					<b>\$21,839,700</b>		<b>\$20,267,242</b>		<b>\$1,572,458</b>
<b>TOTAL NORTH PROJECTS</b>					<b>\$28,205,900</b>		<b>\$26,633,442</b>		<b>\$1,572,458</b>
<b>NORTHEAST</b>									
<b>Huron Heights</b>									
2023	2023	DC14WD0040	Kilally (A30) Growth Area - Kilally Road. (Highbury to Clarke) Phase 2	Water	\$7,031,200	100.0%	\$7,031,200	0.0%	\$0
2026	2026	DC21MS0001	Kilally South, East Basin SWM 2	SWM	\$5,628,000	100.0%	\$5,628,000	0.0%	\$0
<b>TOTAL NORTHEAST PROJECTS</b>					<b>\$12,659,200</b>		<b>\$12,659,200</b>		<b>#REF!</b>
<b>WEST</b>									
2025	2025	DC14RS0052	13b: Oxford Street West-Phase 2 - Commissioners to Westdel Bourne (2 to 4 through lanes)	Roads	\$8,919,700	92.0%	\$8,206,124	8.0%	\$713,576
<b>TOTAL WEST PROJECTS</b>					<b>\$8,919,700</b>		<b>\$8,206,124</b>		<b>\$713,576</b>
<b>SOUTHWEST</b>									
<b>Bostwick</b>									
2023	2025	DC21MS0010	North Lambeth SWMF P2 - North	SWM	\$2,548,400	100.0%	\$2,548,400	0.0%	\$0
2025	2025	DC14MS0020	North Lambeth SWMF P2 - South	SWM	\$2,385,700	100.0%	\$2,385,700	0.0%	\$0
2026	2026	DC14MS0019	North Lambeth P3 (Dingman Tributary D4)	SWM	\$4,204,400	100.0%	\$4,204,400	0.0%	\$0
2026	2024	DC21MS0012	Thomicroft Drain Natural Channel Improvements	SWM	\$4,272,700	42.0%	\$1,794,534	58.0%	\$2,478,166
<b>TOTAL BOSTWICK PROJECTS</b>					<b>\$13,411,200</b>		<b>\$10,933,034</b>		<b>\$2,478,166</b>
<b>Lambeth</b>									
2027	2027	DC19WW1003	Wharcliffe Road South - Campbell Street to Bostwick Road	Wastewater	\$1,066,500	90.0%	\$959,850	10.0%	\$106,650
<b>TOTAL LAMBETH PROJECTS</b>					<b>\$1,066,500</b>		<b>\$959,850</b>		<b>\$106,650</b>
<b>Longwoods</b>									
2023	2023	DC14RS0022	Bradley Avenue Extension Phase 1 - Jaina to Wharcliffe (New 4 through lanes)	Roads	\$11,720,000	100.0%	\$11,720,000	0.0%	\$0
2022	2026	DC21MS0005	Pincombe Drain SWMF P4 - West	SWM	\$2,315,700	100.0%	\$2,315,700	0.0%	\$0
2025	2025	DC21MS0007	White Oaks SWMF 3 - East	SWM	\$2,193,600	100.0%	\$2,193,600	0.0%	\$0
2025	2025	DC21MS0008	White Oaks Channel Complete Corridor (Wharcliffe to White Oaks 3E)	SWM	\$7,749,400	68.1%	\$5,277,341	31.9%	\$2,472,059
2025	2025	DC21MS0004	Pincombe Drain SWMF P3 - West	SWM	\$2,918,000	100.0%	\$2,918,000	0.0%	\$0
2026	2026	DC14WD010b	Lambeth Phase 2 (A21b) - Wonderland Rd. (Hamlyn St. to Dingman Dr.)	Water	\$1,045,400	95.0%	\$993,130	5.0%	\$52,270
2026	2026	DC14WD0009	Longwoods (A20) - Dingman Dr. (Wonderland Rd. to White Oak Rd.)	Water	\$6,856,900	100.0%	\$6,856,900	0.0%	\$0
2027	2027	DC14MS0031	Pincombe Drain SWMF 5	SWM	\$1,945,600	100.0%	\$1,945,600	0.0%	\$0
2027	2027	DC14MS0040	White Oaks SWMF 4 - Phase 1	SWM	\$4,505,600	100.0%	\$4,505,600	0.0%	\$0
2027	2027	DC19MS0005	Old Oak SWM 2	SWM	\$2,982,300	100.0%	\$2,982,300	0.0%	\$0
<b>TOTAL LONGWOODS PROJECTS</b>					<b>\$44,232,500</b>		<b>\$41,708,171</b>		<b>\$2,524,329</b>
<b>Talbot</b>									
2025	2025	DC14WW0010	SS15B - North Talbot Growth Area Greenway PCP sewershed	Wastewater	\$3,036,000	100.0%	\$3,036,000	0.0%	\$0
<b>TOTAL TALBOT PROJECTS</b>					<b>\$3,036,000</b>		<b>\$3,036,000</b>		<b>\$0</b>
<b>TOTAL SOUTHWEST PROJECTS</b>					<b>\$61,746,200</b>		<b>\$56,637,055</b>		<b>\$5,109,145</b>
<b>TOTAL 5 YEAR PROJECTS (2023 to 2027)</b>					<b>\$203,222,500</b>		<b>\$149,743,839</b>		<b>\$53,478,661</b>

Note: Timing refers to the year of construction.



NOT THE CITY OF LONDON  
BACKGROUND STUDY



EO&E



**GMIS 2023**  
*Draft Schedule of Works*  
**0-5 Years (2023 - 2027)**  
**YEAR OF CONSTRUCTION**

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2015 - 2021)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS
- APPROVED CONSTRUCTION PENDING



PREPARED BY: Planning & Development  
 CREATION DATE: May 24, 2022  
 LOCATION: \\office\gva\work\planning\projects\_DBA\Ud\GMIS\project\mmap\project\2024\_GMIS\_schedule\_of\_works\_0-5\_years.mxd

**Table A2: GMIS - GMIS ANNUAL UPDATE 2023  
 DETAILED LIST OF WORKS AND COSTS BY AREA  
 6-10 YEAR PROJECTS (2028 to 2032)**

(E&O Excepted)

2019 DC STUDY TIMING	2021 DC STUDY TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH		NON-GROWTH	
		DC ID	GENERAL DESCRIPTION	SERVICE					
		<b>NORTHEAST</b>							
		<b>Huron Heights</b>							
2031	2031	DC21MS0002	Kilally South, East Basin SWM 3	SWM	\$2,587,000	100.0%	\$2,587,000	0.0%	\$0
		<b>TOTAL NORTHEAST PROJECTS</b>			<b>\$2,587,000</b>		<b>\$2,587,000</b>		<b>\$0</b>
		<b>SOUTHWEST</b>							
		<b>Bostwick</b>							
2028	2028	DC14RS0047	Bradley Avenue Extension - Wonderland to Bostwick (New 4 through lanes)	Roads	\$8,283,500	100.0%	\$8,283,500	0.0%	\$0
		<b>TOTAL BOSTWICK PROJECTS</b>			<b>\$8,283,500</b>		<b>\$8,283,500</b>		<b>\$0</b>
		<b>Lambeth</b>							
2030	2030	DC14MS0022	North Lambeth SWMF P6 - South	SWM	\$2,663,700	100.0%	\$2,663,700	0.0%	\$0
		<b>TOTAL LAMBETH PROJECTS</b>			<b>\$2,663,700</b>		<b>\$2,663,700</b>		<b>\$0</b>
		<b>Longwoods</b>							
2029	2029	DC14MS0014	Murray Marr SWMF 1	SWM	\$3,174,400	100.0%	\$3,174,400	0.0%	\$0
		<b>TOTAL LONGWOODS PROJECTS</b>			<b>\$3,174,400</b>		<b>\$3,174,400</b>		<b>\$0</b>
		<b>TOTAL SOUTHWEST PROJECTS</b>			<b>\$14,121,600</b>		<b>\$14,121,600</b>		<b>\$0</b>
		<b>TOTAL 6-10 YEAR PROJECTS (2028 to 2032)</b>			<b>\$16,708,600</b>		<b>\$16,708,600</b>		<b>\$0</b>

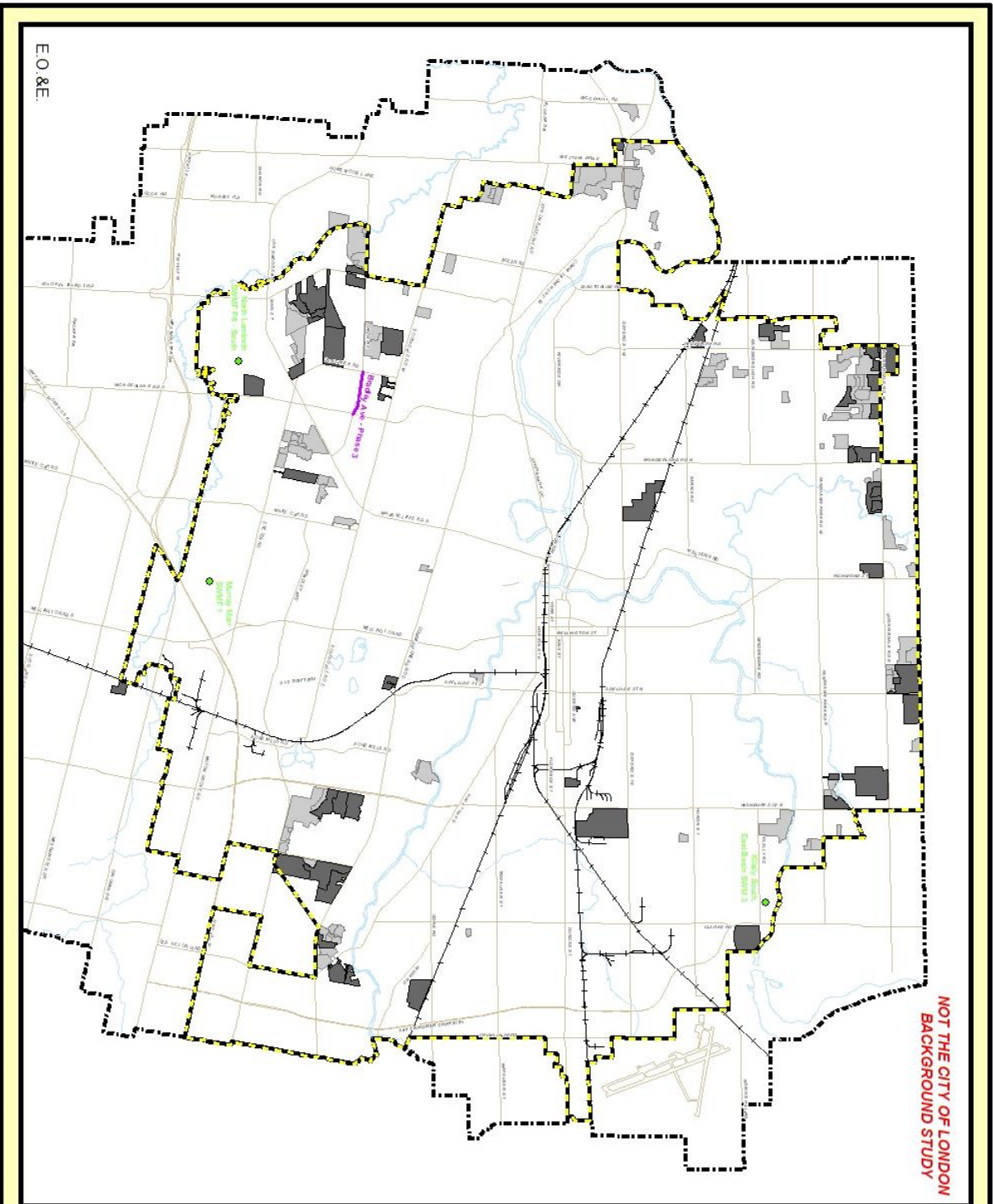
Note: Timing refers to the year of construction.

**Table A3: GMIS ANNUAL UPDATE 2023  
 DETAILED LIST OF WORKS AND COSTS BY AREA  
 10+ YEAR PROJECTS (2033 and Beyond)**

(E&O Excepted)

2019 DC STUDY TIMING	2021 DC STUDY TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH		NON-GROWTH	
		DC ID	GENERAL DESCRIPTION	SERVICE					
		<b>SOUTHWEST</b>							
		<b>Talbot</b>							
2033	2033	DC14MS0017	North Lambeth SWMF P1 - North	SWM	\$2,387,700	#REF!	#REF!	0.0%	\$0
2033	2033	DC21MS0009	North Lambeth SWMF P1 - South	SWM	\$2,387,700	100.0%	\$2,387,700	0.0%	\$0
		<b>TOTAL TALBOT PROJECTS</b>			<b>\$4,775,400</b>		<b>#REF!</b>		<b>\$0</b>
		<b>TOTAL SOUTHWEST PROJECTS</b>			<b>\$4,775,400</b>		<b>#REF!</b>		<b>\$0</b>
		<b>TOTAL 10+ YEAR PROJECTS (2033 and Beyond)</b>			<b>\$4,775,400</b>		<b>#REF!</b>		<b>\$0</b>

Note: Timing refers to the year of construction.



**NOT THE CITY OF LONDON  
BACKGROUND STUDY**



**GMIS 2023  
Draft Schedule of Works**

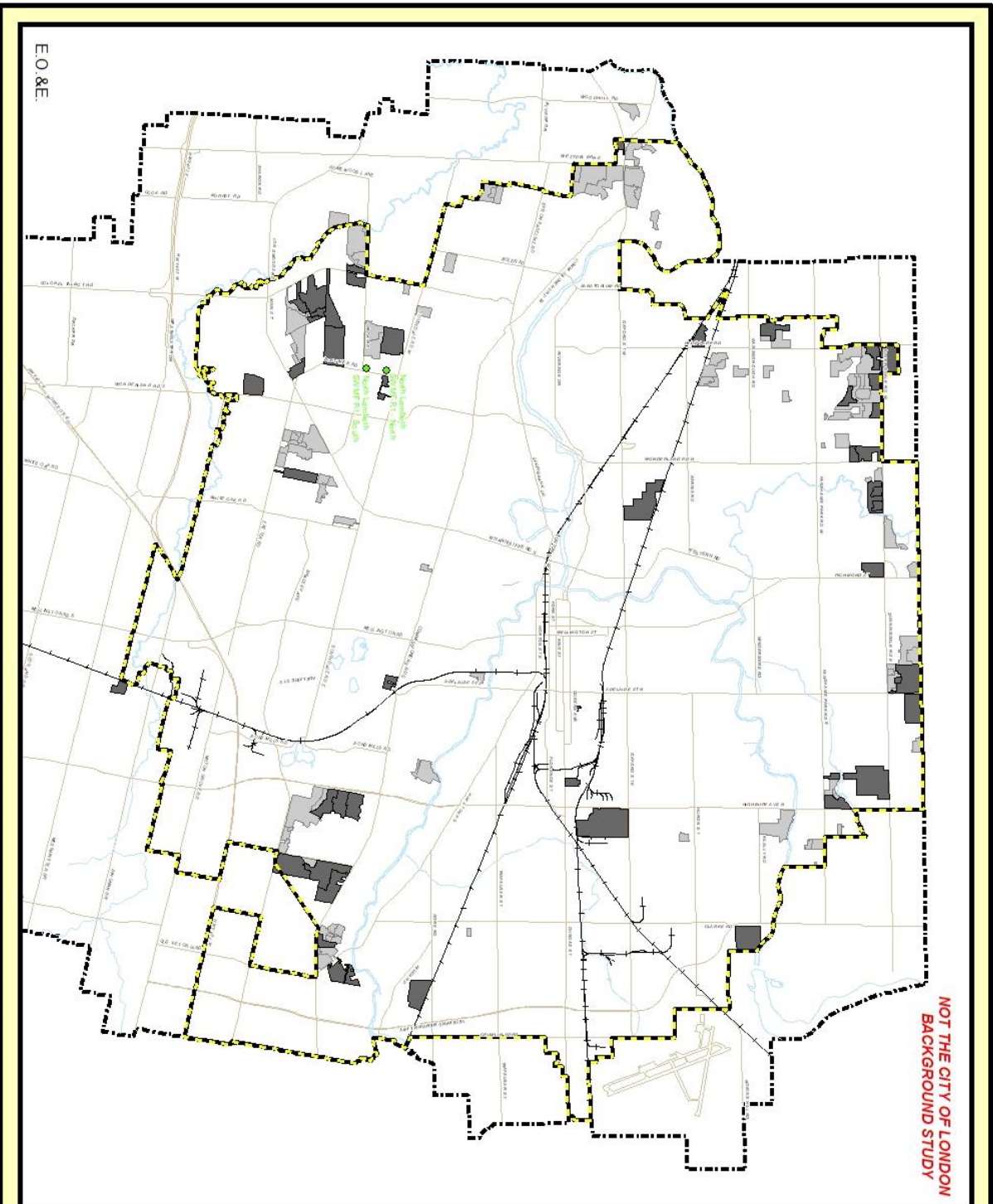
**6-10 Years (2028 to 2032)  
YEAR OF CONSTRUCTION**

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2015 - 2021)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PC/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS



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 project\_name\_maps\projects\_0225\_GMIS\_schedule\_of\_works\_5-10\_years.mxd





**NOT THE CITY OF LONDON  
BACKGROUND STUDY**



**GMIS 2023  
Draft Schedule of Works**

**10+ Years (2033 and Beyond)  
YEAR OF CONSTRUCTION**

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2015 - 2021)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS



PREPARED BY: Development Services  
 CREATION: DATE: May 24, 2022  
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EO&E

## Appendix C – List of GMIS Stakeholders

Adam Carapella	Tricar Group
Alan Drewlo	Drewlo Holdings Inc
Alasdair Beaton	Urban League
Ali Soufan	York Development Group
Allan Churchill	Fusion Homes
Amanda Stratton	Urban League
Andrea & John Ross	Landowner
Andrew L. Scott	CMHC
B. Scott	1173735 Ontario Ltd.
Ben Farhi	Farhi Holdings Corporation
Ben McCauley	Old Oak Properties
Ben Puzanov	TVDSB
Bernie Bierbaum	BlueStone Properties
Bill Veitch	MTE Consultants Inc.
Blair Doman	Doman Developments, Inc.
Bob Stratford	R. W. Stratford Consulting Inc
Carrie O'Brien	Drewlo Holdings Inc
Chris Bourdeau	Futurestreets Inc.
Chris Doering	DevEng
Chris Hendriksen	Stantec
Christopher Lee	Foxwood Developments
Chris Leigh	Tricar Group
Christine Campbell	Auburn Developments Inc.
Christopher Dunn	SmartCentres
Colin Bierbaum	BlueStone Properties
Corri Marr	Foxwood Developments
Craig Linton	DevelPro Land Services
Dara Honeywood	Z Group
Dave Nuttall	DLN Group Inc.
Dave Schmidt	Corlon Properties Inc.
David Ailles	Consultant
David Tennant Jr.	Dave Tennant Urban Concepts
David Tennant Sr.	Hampton Group Inc
Don de Jong	Tridon Group
Doug Stanlake	Consultant
Eric Saulesleja	GSP Group
Farhad Noory	Royal Premier Homes
George Bikas	Drewlo Holdings Inc
Gord Thompson	Corlon Properties Inc.
Greg Bierbaum	Old Oak Properties
Jamie Crich	Auburn Developments Inc.
Jared Zaufman	London Home Builders Association
Jeff Paul	Stantec
Jeff Willick	Decade Group Inc.
Jennifer Jones	Sunningdale and Adelaide
Jim Bujouves	Farhi Holdings Corporation
Jim Sheffield	Nicholson Sheffield Architects
Joe Pereira	Sutton Realty
Jonathon Aarts	Orange Rock
Josh Smith	DevEng
Julian Novick	Wastell Homes
Laverne Kirkness	London Area Planning Consultants
Lisa Lansink	Realtor
Louie Maisano	Homebuilder
Mardi Turgeon	BlueStone Properties
Mark Henderson	Director, Business Liaison
Mark Resnick	SmartCentres



Maureen Zunti	Sifton Properties Limited
Michael Frijia	Southside Group
Mike Howe	Norquay Developments Limited
Mike Johnson	Urban Metrics Inc.
Michael Mayo	Individual
Mike Wallace	London Development Institute
Paul Hinde	Ironstone Building Company
Peter Sergautis	Extra Realty Limited
Phil Masschelein	Sifton Properties Limited
Phillip Abrantes	Kape Developments
Ric Knutson	Kenmore Homes (London) Inc
Richard Sifton	Sifton Properties Limited
Ryan Hern	DevEng
S. Graham	SegwayGroup
Sanjeev Sindwani	Foxwood Developments
Sandy Levin	Urban League
Sean Eden	Magnificent Homes
Shmuel Farhi	Farhi Holdings Corporation
Skylar Franke	Urban League
Stephen Stapleton	Auburn Developments Inc.
Sue Wastell	Wastell Homes
Tim Stubgen	Stantec
Tony Fediw	AECOM
Tony Marsman	Rembrandt Homes
Vito Frijia	Southside Group
Wes Kinghorn	Urban League

## Appendix D – Rationale for 2023 GMIS Project Timing Adjustments

The following sections provide commentary and rationale for project timing adjustments identified in Table 1 of the 2023 GMIS Annual Review & Update report.

### Adjustments to Previously Timed 2023 Projects:

**Stoney Creek SWM 7.1:** During the GMIS stakeholder interviews, this project was identified as not being needed in 2023 given no planning application has been submitted on the benefitting lands, thus the lands where the project is to be sited will not be available. Staff recommend rescheduling this project to 2025 to avoid premature investment and align with planned development timing.

**Stoney Creek SWM 8:** This stormwater management facility in the North GMIS Area services a portion of a subdivision that is currently under review (39T-07502). During the GMIS stakeholder interviews, the landowner/developer identified this project as not being needed in 2023 as the bulk of the proposed subdivision lands have access to external servicing, and the lands captured by Stoney Creek SWM 8 would form part of a later phase. Furthermore, the lands where the facility would be sited are not available as they are not currently the subject of a development application. Staff support rescheduling this project to 2025 to avoid premature investment.

**North Lambeth SWM P2 - North:** Together with the North Lambeth P2 – South and Thornicroft Drain Improvement GMIS projects, the North Lambeth SWM P2 – North project is required to provide external stormwater servicing for a large development area owned by the same developer/landowner west of Wonderland Road between Southdale Road and Exeter Road in the Southwest GMIS area. During the GMIS stakeholder interviews, the developer/landowner indicated that development applications will be submitted later in 2022 and requested to align these three projects for 2024 so that the projects could be coordinated and constructed at the same time. As such, North Lambeth SWM P2 – North was requested to be rescheduled from 2023 to 2024.

However, there are currently no planning applications for these lands. Furthermore, Stormwater Engineering identified that the Thornicroft Drain Improvements project will need to be completed in advance of the construction of the North Lambeth P2 SWM facilities. As such, it is recommended the N. Lambeth SWM facilities be timed for 2025 to allow for planning applications to be submitted and reviewed, and for the enabling Thornicroft Drain Improvements to be constructed in 2024 as recommended below.

Recognizing their interrelationships and the benefits of coordinating the designs of these projects, Staff are recommending that project design funds for Thornicroft Drain Improvements, North Lambeth P2 – N and P2 – S be aligned in 2023.

### Adjustments to Previously Timed 2025 Projects:

**Stoney Creek SWM 10:** During the GMIS stakeholder interviews, the landowner/developer of the lands for which this facility would serve identified this project as not being needed in 2025. A deferral of this project was requested to align the project with their planned 2027 development timing. As no planning application has been submitted on the benefitting lands, Staff recommend rescheduling this project to 2027 to avoid premature investment. Rescheduling will have the added benefit of improving the financial health of the SWM DC reserve fund.

### Adjustments to Previously Timed 2026 Projects:

**Thornicroft Drain Improvements:** As identified above in the North Lambeth SWM P2 – North commentary, the Thornicroft Drain Improvement project is required to facilitate development west of Wonderland Road South between Southdale Road and Exeter Road in the Southwest GMIS area. The developer/landowner of the benefitting area requested through the GMIS stakeholder interviews that this project be advanced from 2026 to 2024. Staff support advancing this project to 2024, with the design being undertaken in 2023, as the drain improvements are required first before undertaking the construction of the North Lambeth SWM P2 facilities proposed to be timed in 2025.

**Adjustments to Previously Timed 2030 Projects:**

**Portion of Kilally Road – Webster to Clarke Road Project:** This project is timed for 2030 as it is only needed when the area is approaching build-out. However, as part of last years GMIS, design funds for this project were advanced to 2021 to ensure the future road design is coordinated with the upcoming Kilally Water project that is timed for 2023. Detailed design has commenced to provide integrated water, stormwater and transportation infrastructure along the Kilally Road corridor, as well as locations for a temporary sanitary force main and ultimate sanitary solution.

While preliminary design findings indicate that road project's ultimate profile will require minimal grade changes to the existing road in relation to the water project, it is recommended that \$1.5 million of the road project be advanced to 2023. These advanced funds will ensure a funding source for any ultimate road profile design features to be included in the interim rural road construction for the 2023 Kilally Water project. This will reduce inefficient construction works between the 2023 project and the ultimate two-lane urban upgrade road project planned for 2030.

## Appendix E – Detailed Commentary Regarding Developer Infrastructure Requests

Staff are unable at this time to support the project acceleration requests identified in Table 2 of the GMIS report for the following reasons:

**North Lambeth SWM P2 – South:** York Developments has requested the acceleration of this project from 2025 to 2024 as part of their request to align its timing with Thornicroft Drain Improvements and North Lambeth SWM P2 - N in 2024. As identified above, the Thornicroft Drain Improvements are required to be constructed first to enable the construction of the North Lambeth SWM P2 facilities. The Drain Improvement project is being recommended to advance from 2026 to 2024, with the North Lambeth SWM P2 facilities to be timed for the following year in 2025. As North Lambeth SWM P2 – S is already timed for 2025, Staff do not recommend the requested acceleration. It is noted however that the design of this project is recommended to be advanced to 2023 so it can be coordinated with the Drain Improvement.

**Wharncliffe Sewer:** Magnificent Homes has requested the acceleration of this sewer project from 2027 to 2023 that is planned to service the area along Wharncliffe Road South between Campbell Street and Bostwick Road in Lambeth. Through the review, Staff have identified that the project cost of \$1.1 million that is being recovered through Development Charges was incorrectly calculated based on the assumption that this sewer project would be constructed as part of a road project that would cover major costs related to restoration. Unfortunately, there is no identified road project and further review of appropriate cost allocations is required. Given available development opportunities (existing or near-term planned) in the Southwest GMIS Area and the health of the Wastewater DC Reserve Fund, Staff do not recommend the requested acceleration. However, it has been recommended that this project be reviewed through the upcoming 2025 DC Master Plans to calculate the actual cost of the project to the Wastewater DC Reserve Fund and ensure it is being properly recovered for.

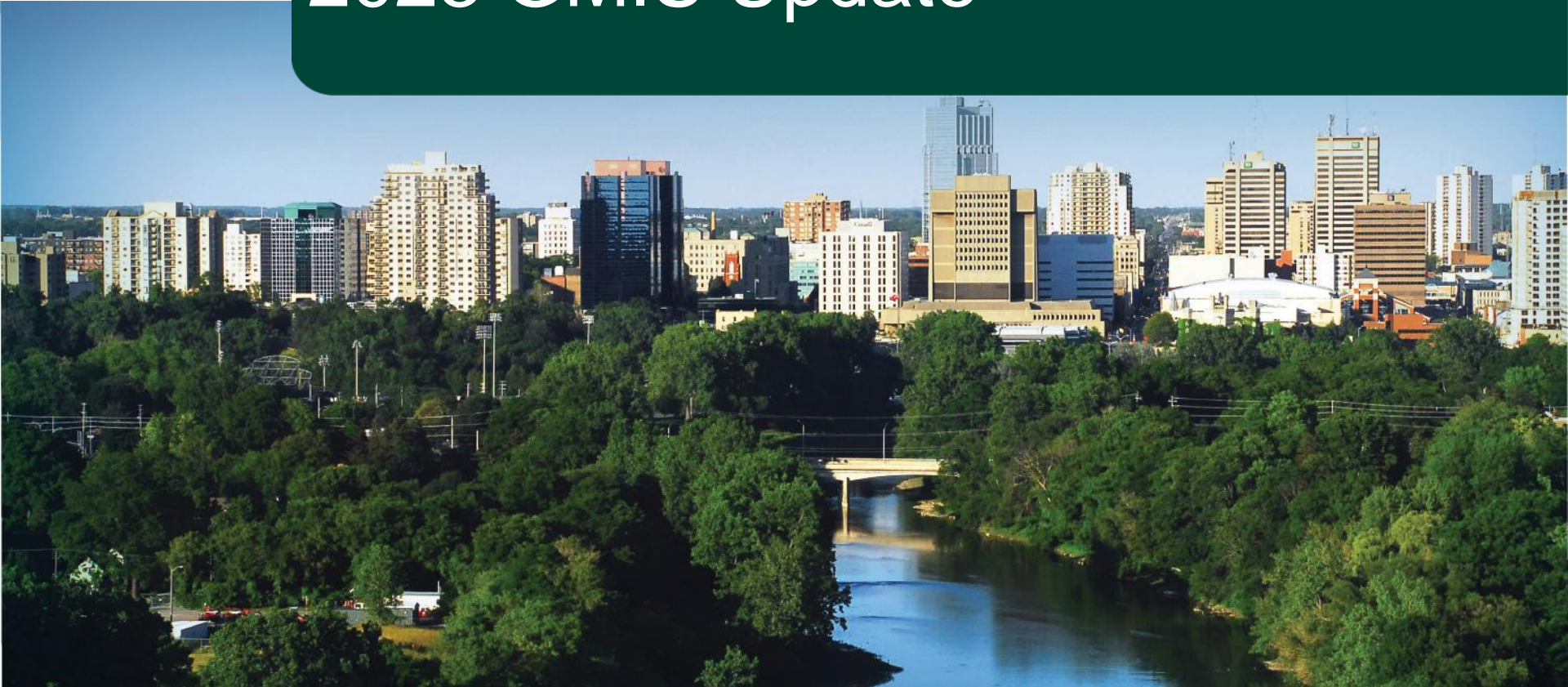
**Dundas East Sanitary Servicing:** Dancor has requested that sanitary servicing be provided to their lands east of Crumlin on Creamery Road north of Dundas Street East. As there are currently no sanitary projects identified for this work in the DC Background Study, no funding is being recovered for through DCs. GMIS is limited to adjusting the timing of projects identified in the DC Background Study thus this request is beyond the scope of GMIS.

**Wilton Grove East Sanitary Servicing:** Dancor has requested that sanitary servicing be provided to their lands east of Cheese Factory Road north of Wilton Grove Road. As there are currently no sanitary projects identified for this work in the DC Background Study, no funding is being recovered for through DCs. GMIS is limited to adjusting the timing of projects identified in the DC Background Study thus this request is beyond the scope of GMIS.



London  
CANADA

# 2023 GMIS Update



Milestone 6: Strategic Priorities and Policy Committee  
June 7, 2022

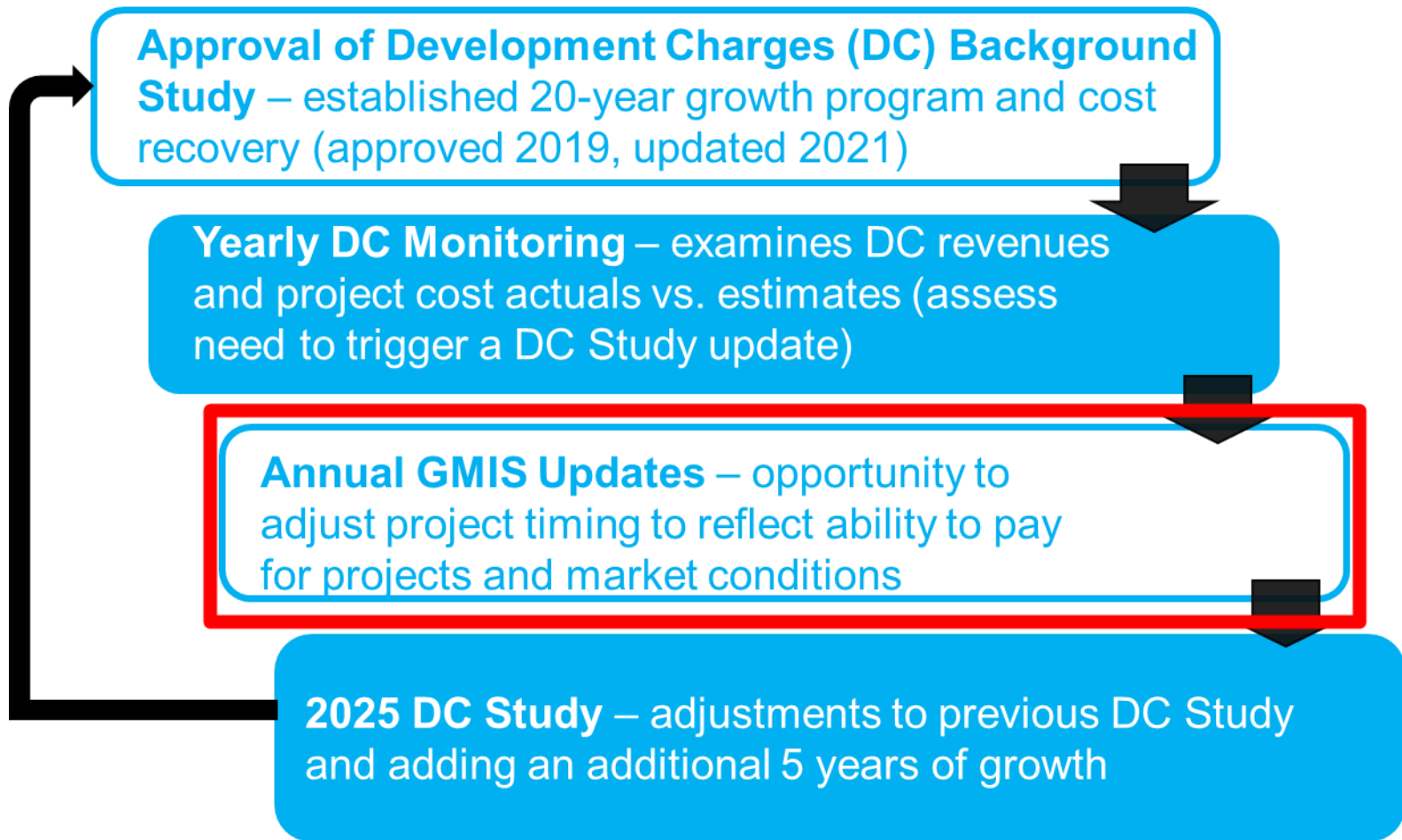


# 2023 GMIS Update

- Context for 2023 Growth Management Implementation Strategy (GMIS) Update
- Overview of Process (consultation and analysis)
- Results and GMIS project adjustments
- Summary Remarks



# Council Role in DC-Related Items



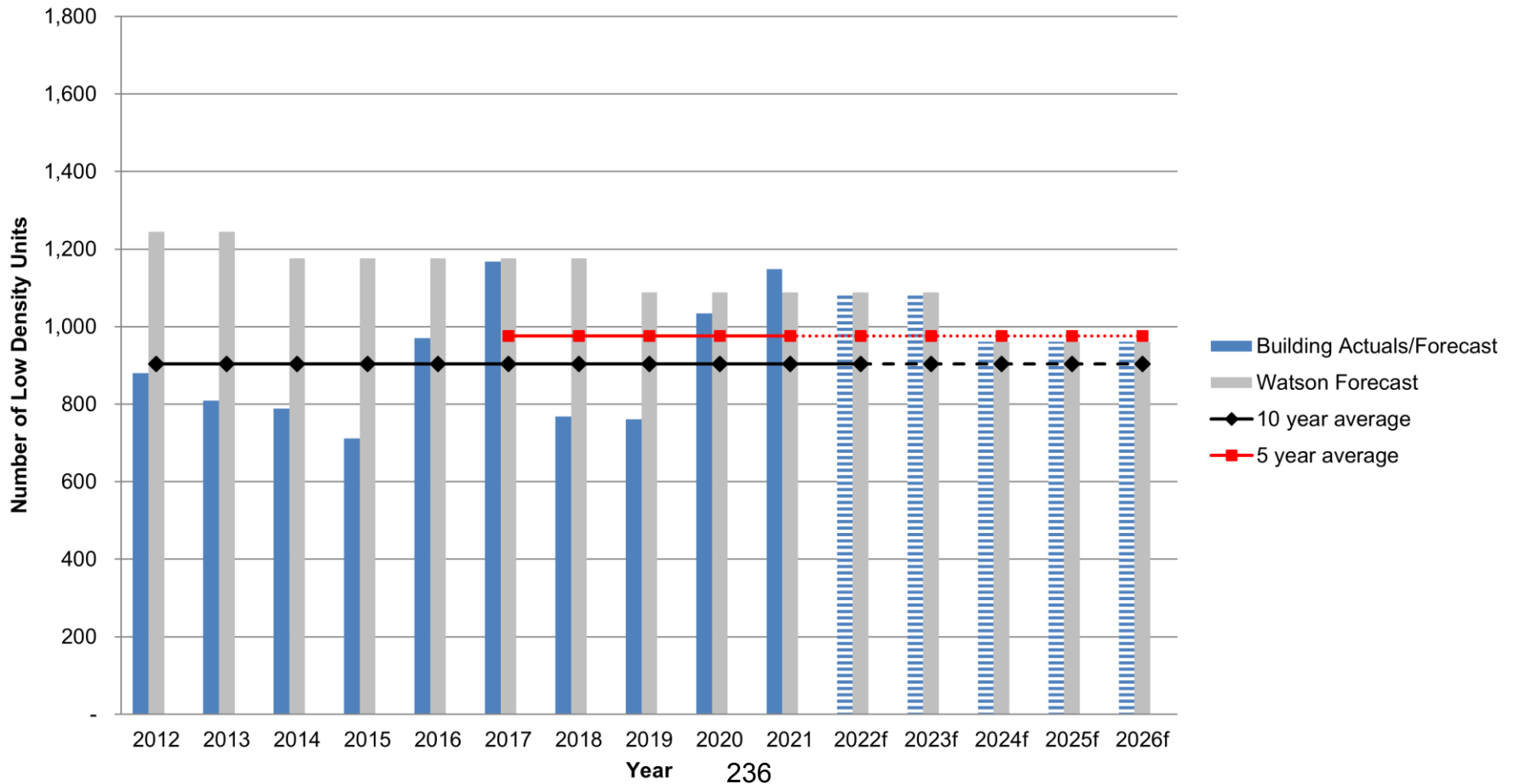
# Process Overview

## 2023 GMIS Schedule

<b><i>Timing</i></b>	<b><i>Milestone</i></b>
<b><i>March 10, 2022</i></b>	<b><i>Milestone 1: GMIS Update Kickoff Meeting</i></b>
<b><i>March 14 – 29, 2022</i></b>	<b><i>Milestone 2: Development Community Rep Interviews</i></b>
<b><i>April 6, 2022</i></b>	<b><i>Milestone 3: Internal Divisions Project Managers Meeting</i></b>
<b><i>April 13, 2022</i></b>	<b><i>Milestone 4: Internal City Development Management Team Meeting (Internal Steering Committee)</i></b>
<b><i>May 5, 2022</i></b>	<b><i>Milestone 5: Development Community Stakeholder Session Meeting</i></b>
<b><i>June 7, 2022</i></b>	<b><i>Milestone 6: City Staff GMIS Update Presentation to the Strategic Priorities and Policy Committee Public Meeting</i></b>

# Low Density Residential

**Comparison of Low Density Residential  
Projected Growth and Actual Growth: 2012 - 2026**



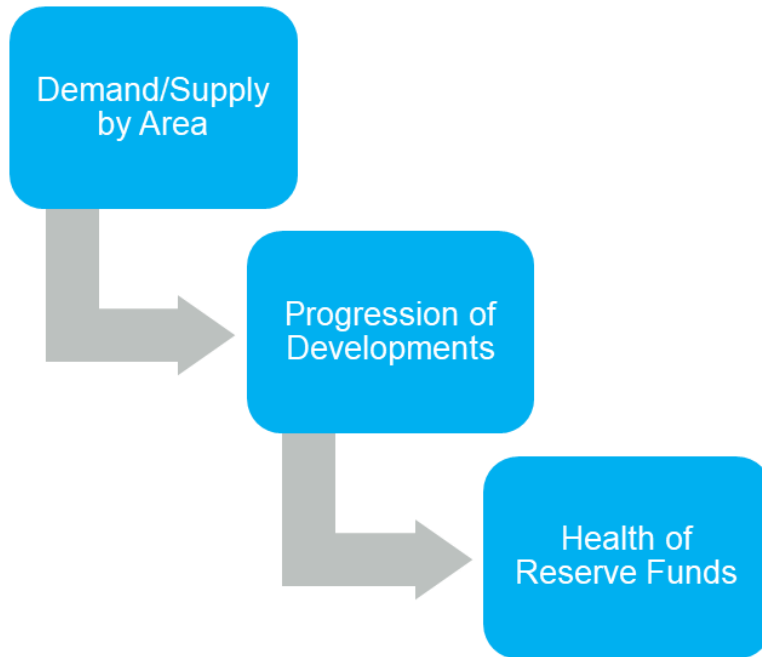


# Stakeholder Requests

<b>Project</b>	<b>Area</b>	<b>2022 GMIS Timing</b>	<b>Requested Timing</b>
<b>Stoney Creek SWM 7.1</b>	<b>North</b>	<b>2023</b>	<b>2025</b>
<b>Stoney Creek SWM 8</b>	<b>North</b>	<b>2023</b>	<b>2025</b>
<b>Stoney Creek SWM 10</b>	<b>North</b>	<b>2025</b>	<b>2027</b>
<b>Kilally Rd – Webster to Clarke</b>	<b>Northeast</b>	<b>2030</b>	<b>2023</b>
<b>Thornicroft Drain Improvemts.</b>	<b>Southwest</b>	<b>2026</b>	<b>2024</b>
<b>North Lambeth SWM P2 – N</b>	<b>Southwest</b>	<b>2023</b>	<b>2024</b>
<b>North Lambeth SWM P2 – S</b>	<b>Southwest</b>	<b>2025</b>	<b>2024</b>
<b>Wharncliffe Sanitary</b>	<b>Southwest</b>	<b>2027</b>	<b>2023</b>
<b>Wilton Grove Rd. E. Sanitary</b>	<b>Southwest</b>	<b>n/a</b>	<b>n/a</b>
<b>Dundas St. E. Sanitary</b>	<b>Northeast</b>	<b>n/a</b>	<b>n/a</b>



# GMIS 'Tests'



**All three tests must be met to maintain project timing.**

1. Is the project needed to provide additional buildable lots to meet demand in the growth area?  
**(GROWTH & BUILD-OUT ANALYSIS)**
  - If yes, proceed to Test 2
  - If no, maintain timing/defer project
2. Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?  
**(SUBDIVISION STATUS ANALYSIS)**
  - If yes, proceed to Test 3
  - If no, maintain timing/defer project
3. Can we afford the project?  
**(RESERVE FUND ANALYSIS)**
  - If yes, consider project acceleration
  - If no, defer project or alternatively other projects must be deferred to accommodate

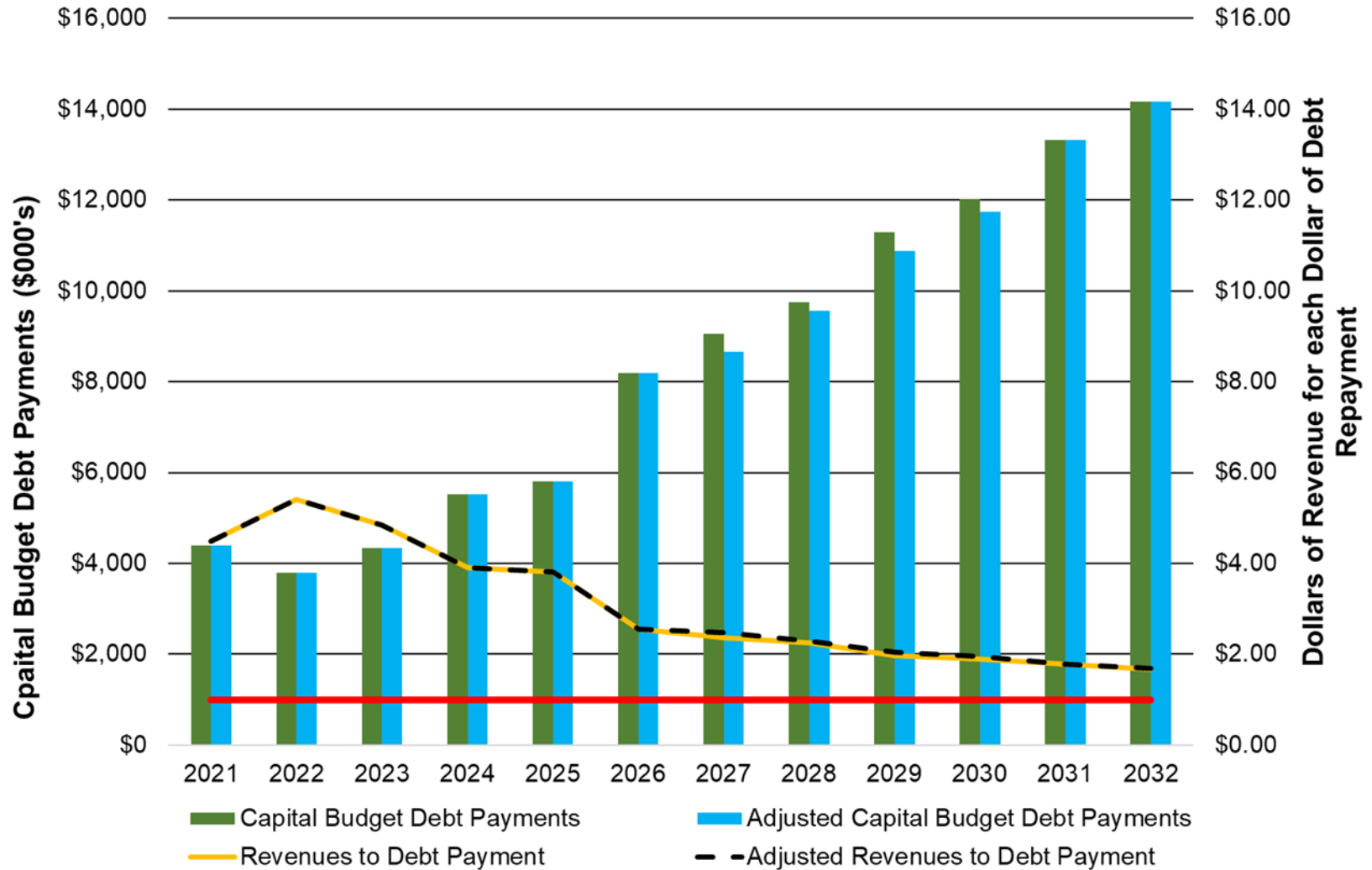


# Draft 2023 GMIS Timing Adjustments

Service	Project Description	2022 GMIS Timing	Rationale for Timing Change	2023 GMIS Year	Total Gross Cost
Stormwater	Stoney Creek SWM 7.1	2023	No application on benefitting lands	2025	\$1.8M
Stormwater	Stoney Creek SWM 8	2023	No application on benefitting lands	2025	\$1.9M
Stormwater	Stoney Creek SWM 10	2025	Align with development timing	2027	\$2.7M
Roads	Kilally Rd – Webster-Clarke	2030	Advance a portion to facilitate and strategic work	2023	\$1.5M
Stormwater	Thornicroft Improvements	2026	Construct in advance of N. Lambeth SWM P2 projects	2024	\$4.3M
Stormwater	North Lambeth SWM P2-N	2023	Align with N. Lambeth SWM P2-S timing	2025	\$2.6M
Stormwater	Align project design work for Thornicroft Drain Improvements, N. Lambeth SWM P2-N and N. Lambeth SWM P2-S in 2023				

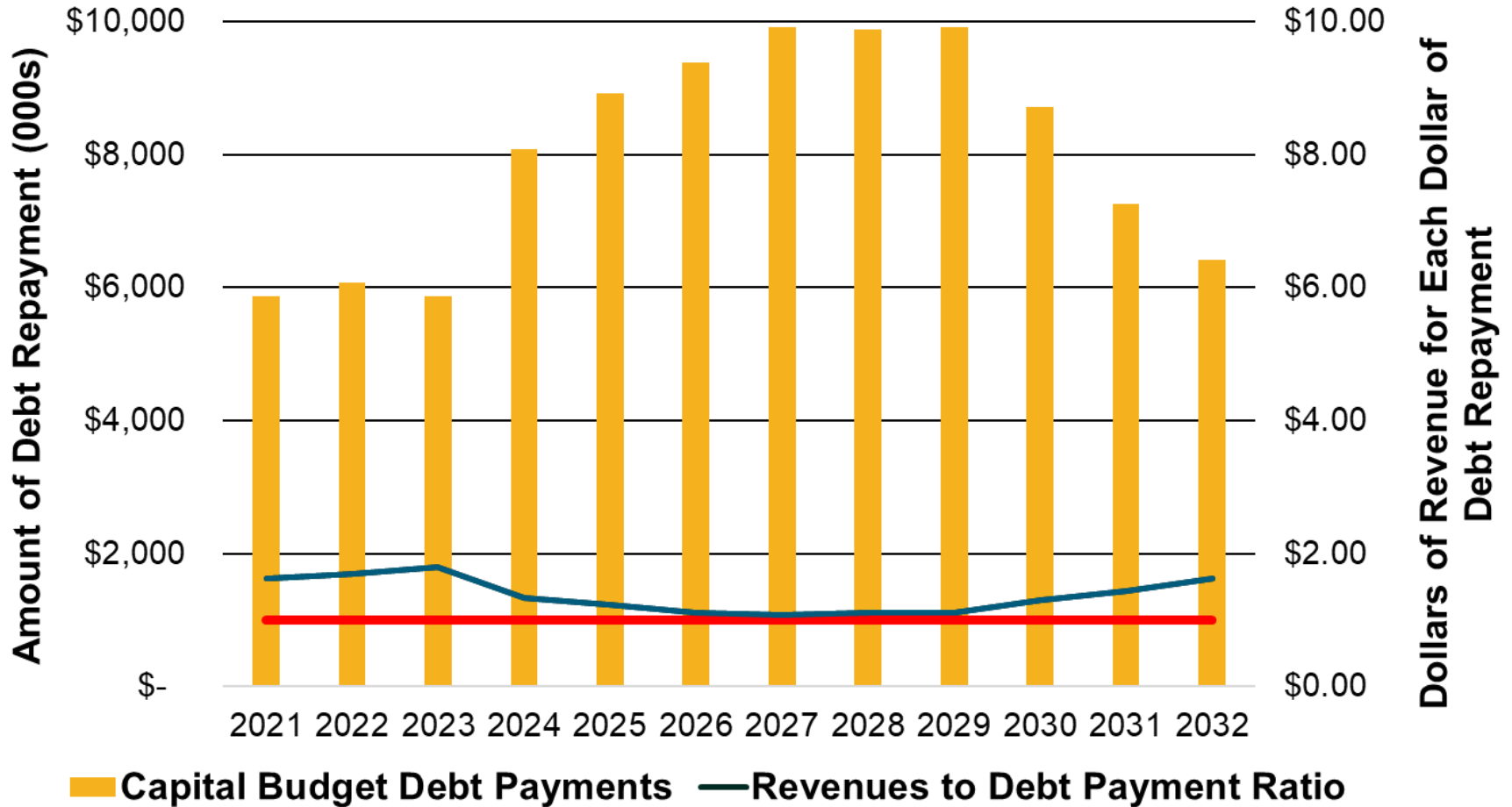


# Adjusted Stormwater Reserve Fund





# Sanitary Reserve Fund





# 2025 DC Master Plan Considerations

## Current List

Service	Project Description	2022 GMIS	Request Year	Comments
Stormwater	North Lambeth SWM P1-N	2033	2026	Developer request to align with anticipated development timing
Stormwater	North Lambeth SWM P1-S	2033	2026	Developer request to align with anticipated development timing
Wastewater	Lambeth Sanitary Servicing	n/a	n/a	Identify ultimate sanitary servicing solution(s) for the Lambeth Area

## To Be Added

Service	Project Description	2023 GMIS	Request Year	Comments
Wastewater	Wharncliffe Sewer	2027	2025	Update cost for project to include restoration, etc.
Wastewater	Dundas – Clarke to Creamery Sewer	n/a	n/a	Identify ultimate sanitary servicing solution(s) for the Creamery Area
Wastewater	Wilton Grove East Sewer	n/a	n/a	Identify ultimate sanitary servicing solution(s) for Wilton Grove East



# Summary

- Considerable major servicing is in place
- Schedule of Works over the next few years will provide major servicing to additional lands capable of accommodating a range of demand trends
- Proposed timing adjustments work to ensure infrastructure investment is aligned with expected development timing
- Considerable debt pressures exist for Stormwater and Sanitary Reserve Funds

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**

**From:** Scott Mathers, MPA, P. Eng  
**Deputy City Manager, Planning and Economic Development**

**Subject:** London Community Recovery Network – Recovery Funding  
**Business Cases**

**Date:** June 7, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the report dated June 7, 2022 with respect to the London Community Recovery Network – Recovery Funding Business Cases **BE RECEIVED**; it being noted that there are four Business Cases for funding included in the report requiring a decision from the Municipal Council.

Further noting that Municipal Council authorized \$10 million to support social and economic recovery measures, and \$3.7 million was previously approved for LCRN ideas led by the City of London and partners, leaving \$6.3 million still available to be allocated.

## Executive Summary

On March 22, 2022, Municipal Council Endorsed a proposed formal process for accessing Community Recovery Funding.

Civic Administration, more specifically, the Community Recovery Work Group, has supported the review, alignment with the LCRN and development of the four business cases for the consideration of Council for financial support.

This report includes the following four business cases for discussion and direction:

1. Business Case #1: Propel: Moving Business Forward
2. Business Case #2: Recognition of Micro-Credentials Among Employers in the London Area
3. Business Case #3: Centre Stage Patio Grant
4. Business Case #4: Talent Attraction and Labour Force Growth for Sustainable Economic Recovery

## Linkage to the Corporate Strategic Plan

The London Community Recovery Framework includes strong alignment with all key areas of focus under the City of London Strategic Plan:

Strengthening our Community:

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

Building a Sustainable City

- London has a strong and healthy environment
- Londoners can move around the city safely and easily in a manner that meets their needs

Growing our Economy:

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

talent can thrive

Creating a Safe City for Women and Girls

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

Leading in Public Service

- The City of London is trusted, open, and accountable in service of our community
- Londoners experience exceptional and valued customer service

In addition, the London Community Recovery Framework aligns with the City of London's commitment to Anti-Racism and Anti-Oppression by intentionally seeking input from equity-deserving groups and by ensuring that contributions toward shared measures are inclusive and equitable for all Londoners.

## Analysis

### Background Information

#### 1.0 Previous Reports Related to this Matter

- London Community Recovery Network – Update on Municipally Funded and Community Initiatives – June 7, 2022, SPPC
- Access to City of London Funding for Social and Economic Recovery – London Community Recovery Network – March 8, 2022, SPPC
- London Community Recovery Framework – October 19, 2021, SPPC
- London Community Recovery Network – Community Led Ideas – Business Cases – May 18, 2021, SPPC
- London Community Recovery Network – Current Status and Next Steps, April 6, 2021, SPPC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CWC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CPSC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, CSC
- London Community Recovery Network – Immediate Ideas for Action to Support London's COVID-19 Community Recovery – December 16, 2020, SPPC
- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor's Economic and Social Impact and Recovery Task Forces – May 8, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief, April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, April 28, 2020, CPSC, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor's Economic and Social Impact and Recovery Task Forces, April 9, 2020

### Discussion and Considerations

#### 2.0 London Community Recovery Network – Framework

Early in the pandemic, London City Council established the London Community Recovery Network (LCRN) in partnership with leaders from London's public, private, non-profit, and institutional sectors and those representing communities that have experienced disproportionate impacts from COVID-19. The purpose of the LCRN is to work to drive a strong and inclusive recovery for London.

In the Fall of 2021, the LCRN came together to establish and adopt the LCRN Framework. Its purpose was to set out a common vision, focus areas, and shared measures for community recovery and renewal in London.

Specifically, the London Community Recovery Framework:

- Identifies a common vision for London’s community recovery – a vision that includes economic and social aspects of recovery.
- Communicates three focus areas that will guide our recovery and renewal from the pandemic.
  - Investing in People
  - Driving Prosperity
  - Fostering Community
- Outlines shared measures to standardize the evaluation of London’s progress towards community recovery and the common vision.
- Supports LCRN members’ commitment to contributing to one or more of the recovery-focused shared measures through individual and collective efforts that enable community recovery in London.
- Commits to reporting regularly on London’s community recovery efforts.

## **2.1 London Community Recovery Network – Recovery Funding**

In 2020 and 2021, Council approved \$10 million to support social and economic recovery measures due to COVID-19. As of May 2022, Council has approved a number of business cases to support these measures for a total of \$3.7 million, leaving \$6.3 million still available to be allocated for support.

In March 2022, Council approved a streamlined process for Civic Administration to continue to identify ideas for action and aligned initiatives within the LCRN Framework. This process has now been launched, with two streams available to Civic Administration and LCRN partners:

- LCRN Recovery Funding, for recovery initiatives with an estimated budget of over \$5,000, to be presented to and approved by Council.
- The LCRN Readiness Fund, for recovery initiatives with an estimated budget of under \$5,000, considered small scale community recovery initiatives or supports that both align with the LCRN Framework and are too small to justify a business case delivered through the Council process.

Council endorsed a process to review applications to the LCRN Recovery Funding whereby applicants submit proposals and members of the Community Recovery Working Group work with the applicants to develop business cases which are presented with a cover report requesting Council consideration.

## **2.2 Ideas for Action Which Have a City Financial Ask and a Supporting Business Case**

### **Business Case # 1: Propel: Moving Business Forward**

**Idea Lead:** London Chamber of Commerce

**Idea Summary:** The London Chamber of Commerce, in partnership with The Achievement Centre will provide programming for up to 50 businesses which will include a series of six 3-hour in-person workshops (participants may choose from these at a carte depending on their specific needs). In addition, each business will have access to up to 4 hours of one-on-one coaching each (this is in addition to the workshop modules). Modules will focus on business recovery and some of the most pressing issues that business owners are facing as they emerge from the pandemic including finding and keeping talent, personal productivity and managing stress, and coaching for success.

**Idea aligns with the following LCRN Focus Areas:** Investing in People; Driving Prosperity; Fostering Community

**Idea aligns with the following LCRN Indicators:** Mental Health; Business Health; Talent Recruitment and Retention

**Financial contribution requested of the City:** \$46,900

**Commentary from Civic Administration:** Small to medium-sized businesses in need of professional development and coaching that have been negatively impacted by the pandemic may benefit from the proposed program as it is geared at helping businesses thrive and grow, while also addressing mental health and managing stress. The proponents have demonstrated commitment to designing a program that incorporates measures that will address both social and economic recovery as described in the LCRN Framework.

Refer to '**Appendix A: LCRN Community Business Case # 1: Propel: Moving Business Forward**' for the business case submission.

## **Business Case #2: Recognition of Micro-Credentials Among Employers in the London Area**

**Idea Lead:** Elgin Middlesex Oxford Workforce Planning and Development Board (WPDB)

**Idea Summary:** The proponent will conduct research on employers in London area to determine the recognition/acceptance of the micro-credentials presented by job applicants. The research report will help local educational institutions, job applicants, service providers and the general public to rethink their approach on up-skilling for the current modern economy.

**Idea aligns with the following LCRN Focus Area:** Driving Prosperity

**Idea aligns with the following LCRN Indicators:** Employment; Labour Market Participation; Talent Recruitment and Retention

**Financial contribution requested of the City:** \$12,560

**Commentary from Civic Administration:** There is a shortage of talent, and this research project aims at helping understand the level of recognition of micro-credentials among employers in the London area and strives to drive job seekers into this novel short-term up-skilling pathway, while helping to increase employers' chances of filling existing job vacancies locally. In summary, this research may assist local employers with a non-traditional way of up-skilling while filling up their current job vacancies.

The City of London plans on participating in the Call for Proposal to become the Service System Manager of Employment Ontario for the London Economic Region. If successful, the findings from this research would assist in better understanding the needs of employers and job seekers in relation to micro-credentials.

This business case further supports the findings of the 2021 Ontario Labour Market Participation research as well as WPDB's 2021 Employer One Survey, both indicating a mismatch between talent / skills and available jobs from both the job seeker and the employer perspective. This would be a next step to finding solutions.



Refer to ‘**Appendix B: LCRN Community Business Case # 2: Recognition of Micro-Credentials Among Employers in the London Area**’ for the business case submission.

### **Business Case #3: Centre Stage Patio Grant**

**Idea Lead:** Economic Services and Supports, London Music Office and London Film Office

**Idea Summary:** Over the past two years, the hospitality and entertainment sectors were among the hardest hit by the COVID-19 pandemic. For the hospitality sector, programs introduced by the City of London such as the Sidewalk Patio Program, the Core Area Community Improvement Plan (CIP), City-initiated Zoning By-law amendment (Z-9300) and the LCRN funded Patio Improvement Program Grant (2021) have provided much needed support for that vital part of London’s economy. The proposed Centre Stage Patio Grant program will continue to add vibrancy back to the city by offering more opportunities for hospitality businesses to provide patio materials which encourage residents to support dining outdoors at local cafes, restaurants, bars. In 2022 this enhanced Patio grant also provides patio operators options for the purchase of equipment to stage performances that supports greater access for local musicians to present live music performances and cultural activities, in alignment with Canada’s only UNESCO City of Music designation. The grant does not extend to the purchase of musical instruments. Continued development and collaboration of the cultural and the hospitality sectors will allow for greater opportunity beyond the summer months. Upgrades to patios will extend the desired patio season beyond traditional summer months, while investment in music production will equip businesses with year-round opportunities for the music sector.

**Idea aligns with the following LCRN Focus Areas:** Driving Prosperity; Fostering Community

**Idea aligns with the following LCRN Indicators:** Arts, Culture and Tourism; Business Health; Community Engagement and Social Isolation

**Financial contribution requested of the City:** \$165,000

**Commentary from Civic Administration:** In 2021 the LCRN idea for action entitled “A Break in the Clouds: 2021 Patio Improvement Program” provided patio enclosure materials, furniture and fixtures. The Core Area & Urban Regeneration Team worked collaboratively with London’s five Business Improvement Areas (BIAs) to distribute and administer the \$100,000 allocated to the program. The program was fully subscribed and there was more demand than funding in two ways – businesses requested more per business plus more businesses applied than the funding could accommodate. The Patio Improvement Program assisted 64 businesses in London’s five BIAs to purchase equipment essential for operating patios. This proposal is designed around the proven model demonstrated through the “A Break in the Clouds” program.

Refer to ‘**Appendix C: LCRN Community Business Case # 3: Centre Stage Patio Grant**’ for the business case submission.

### **Business Case #4: Talent Attraction and Labour Force Growth for Sustainable Economic Recovery**

**Idea Lead:** London Economic Development Corporation

**Idea Summary:** A three-year talent attraction initiative to identify, recruit, and connect targeted newcomers, entrepreneurs, and international students with London employers’ needs. This initiative is designed to advance the City of London’s immigration strategy

and work in parallel with post-secondary international recruitment efforts and other local efforts.

The London Economic Development Corporation (LEDC) will work with the City, employers, education institutions and other partners to support the following initiatives:

- Labour Market Forecast that drives initiatives
- Enhancing London as a destination of choice
- Targeted recruitment activities in key markets

**Idea aligns with the following LCRN Focus Areas:** Driving Prosperity; Investing in People; Fostering Community.

**Idea aligns with the following LCRN Indicators:** Business Health; Employment; Labour Market Participation; Talent Recruitment and Retention

**Financial contribution requested of the City:** \$1,500,000

**Commentary from Civic Administration:** Talent recruitment and retention has consistently been reinforced as a priority area for LCRN members across every sector, industry, and community. The concept aligns with the work of the City of London Newcomer Strategy 2018-2023. The Newcomer Strategy identifies three strategic priorities: Enhance Awareness, Facilitate Access and Active Engagement. Each of these strategic priorities is supported by the activities as set out in the work plan. The activities are aimed at creating a necessary impetus towards meeting quantitative targeted outcomes relating to Newcomer attraction and retention to sustain and increase economic growth. Collectively, the activities are only one of many factors that can influence the achievement of the targeted outcomes. The above noted proposal aims at achieving several the targeted outcomes through its recommendations.

Refer to '**Appendix D: LCRN Community Business Case # 4: Talent Attraction and Labour Force Growth for Sustainable Economic Recovery.**

### **2.3 Financial Impact/Considerations**

Between fall 2020 and spring 2021, Council approved a total of \$10 million to be set aside to support social and economic recovery measures. To date, the total Council approved allocation is \$3.7 million, leaving \$6.3 million still available to be allocated.

The process endorsed in March 2022, for accessing community recovery funding formalized the process that has been followed thus far to receive Council approval of the \$3.7 million allocated to date.

The source of funding for the \$100,000 commitment for the LCRN Readiness Funding is the funding that has been set aside by Council for social and economic recovery within the Economic Development Reserve Fund.

This report serves to present LCRN Recovery Funding Business Cases to access this funding. A total of \$1,724,460 in funding requests are included with the business cases attached to this report. If these requests were all approved as presented, the remaining balance in the Economic Development Reserve Fund to support social and economic recovery measures would be approximately \$4.6 million.

## **Conclusion**

The City of London is committed to working in partnership with the community to support a strong, deep, and inclusive recovery for all Londoners. The London Community Recovery Network has been an important partner in these collective efforts.

This report was prepared as part of a collective response to Covid-19 recovery as ideas for action that align with the LCRN Focus Areas and associated indicators. If in the

event these business cases receive approval, the lead organizations will begin implementation.

The collective efforts of the London Community Recovery Network continue to benefit from the expertise, insight, and enthusiastic collaboration of many business and community partners, Members of the London City Council, and all Service Areas across the City of London.

**Prepared by:** **Cathy Parsons,  
Manager, Economic Partnerships**

**Prepared by:** **Adam Thompson  
Manager, Government and External  
Relations**

**Concurred by:** **Stephen Thompson  
Director, Economic Services and Supports**

**Recommended by:** **Scott Mathers  
Deputy City Manager, Planning and  
Economic Development**

cc. Chris Green, Economic Partnerships  
Alan Dunbar, Financial Services and Supports  
Members of the London Community Recovery Network  
City of London Senior Leadership Team  
Community Recovery Working Group

# Appendix A: LCRN Community Business Case # 1: Propel: Moving Business Forward

## London Community Recovery Network Ideas for Action – Business Case

### Idea Title:

Propel: Moving Business Forward

### Idea Lead/s:

London Chamber of Commerce and The Achievement Centre

### Idea Alignment with the LCRN:

*\*\* Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

Propel is a new program designed to help businesses in some of the hardest hit sectors move forward and thrive. These are businesses that have survived the pandemic but have been negatively impacted and that may need a boost to move forward in our new reality. Further, the program will have allotted spots specifically for demographic groups that were most economically impacted by the pandemic – especially women, but also other diverse populations.

The program itself will consist of a minimum of six group training modules and four hours of one-on-one virtual coaching for up to 50 businesses

#### **LCRN Focus Area Alignment: Investing in People; Driving Prosperity; Fostering Community**

We believe our program aligns with all three focus areas of LCRN with Driving Prosperity being the most prominent because it is geared at helping our local small to medium sized businesses to thrive and grow.

Mental health and managing stress (part of the focus area of Investing in People) is also still a huge issue for many London business owners and portions of this training are designed to address that issue. There will also be a module that covers Talent Recruitment and Retention – an area which is expected to be a challenge for London businesses for some time.

In the focus area of Fostering community, we will commit to ensuring the program is accessible to diverse groups within our community.

#### **LCRN Indicator Alignment: Mental Health; Business Health; Talent Recruitment and Retention**

Mental Health – there will be a workshop on mental health and managing stress. This may also be a topic covered during the individual coaching sessions depending on the needs of the business owner.

Business Health – the entire program is geared toward helping small and medium sized businesses emerge stronger from the pandemic.

Talent Recruitment and Retention – there will be a workshop on talent recruitment and retention. This may also be a topic covered during the individual coaching sessions depending on the needs of the business owner.

## Business Case Deliverables & Impact

*\*\* Provide a description of the initiative and how the community will be impacted by its implantation.*

### Idea Summary

The London Chamber of Commerce, in partnership with The Achievement Centre will provide programming to up to 50 businesses which will include a series of six 3-hour in-person workshops (participants may choose from these at a carte depending on their specific needs).

Modules will focus on business recovery and some of the most pressing issues that business owners are facing as we emerge from the pandemic including finding and keeping talent, personal productivity and managing stress, and coaching for success.

Participants will learn through paced, spaced, multisensory learning – i.e., they will take their learning beyond the workshop setting and be provided with content, audio files, and online interactive modules.

Additionally, participants will also be able to receive 4 hours of individual business coaching. This will be aimed at helping businesses recovery and address specific issues that they are facing – determined in part through data collection and survey tools.

### Idea Benefits

Often business owners most in need of professional development and coaching are the ones who can least afford it. This program will offer training in some of the most needed areas in today's economic climate.

### Idea Timeline

Registration to begin late spring or early summer, followed by approximately 4 to 5 months of training and coaching.

### Funding Requested

\$46,900

### Sustainability

Participating businesses will be able to use the skills and knowledge gained to thrive and grow and hopefully be able to make a bigger economic contribution to our community through increased revenue and job creation.

## Business Case Financial Impacts

*\*\* Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
6 x 3 hr modules/facilitator	\$2,500	\$0	\$0	\$2,500
Coaching fees (50 participants @4hrs each)	25,000			25,000
Course materials	3,000			3,000
Room rentals	2,400			2,400
Catering	1,500			1,500
Salaries	5,000			5,000
Admin	2,500			2,500
Marketing	5,000	\$0	\$0	5,000
<b>Total Project Cost</b>	<b>\$46,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,900</b>
<b>Leveraged Contributions</b>	The Achievement Centre is providing their services at a discounted rate including course materials which are being provided at cost (royalties plus printing). They are also offering a substantial discount on their coaching services.			
<b>Net Request (Requested City Investment)</b>	<b>\$46,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,900</b>

## Business Case Metric

*\*\* List key performance indicators that will be used to measure the performance of this idea.*

*Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?*

Metric Description	Current	2022	2023	2024
Number of Participants		up to 50 business owners		
Feedback survey		up to 50 responses to a program survey		

## What are the risks of not proceeding?

*\*\* Provide a description of potential risks to the community if this idea is not implemented.*

Although there are many businesses that have survived the pandemic, many of these are still in a financially precarious position and may need assistance in key areas such as sales and recruiting talent. Further many business owners are dealing with extreme stress and would benefit from the modules on dealing with stress.

The potential risks of not proceeding with the program is that our community will lose more businesses in the fallout from the pandemic.



# Appendix B: LCRN Community Business Case # 2: Recognition of Micro-Credentials Among Employers in the London Area

## London Community Recovery Network Ideas for Action – Business Case

### Idea Title:

Recognition of micro-credentials among employers in the London area

### Idea Lead:

Elgin Middlesex Oxford Workforce Planning and Development Board

### Idea Alignment with the LCRN:

*\*\* Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

Driving prosperity: Through Increased Employment, Improved Labour Market Participation, and Enhanced Talent Recruitment and Retention

Understanding the level of recognition of micro-credentials among employers in the London area will drive job seekers into this novel short-term up-skilling pathway, increasing employers' chances of filling existing job vacancies locally. Also, non-participants in the labour market will find this fast pathway to employment more attractive and consequently engage them in the process of reconnecting with the local labour market. Additionally, local employers will find this non-traditional way of up-skilling very beneficial in filling up their current job vacancies.

### Business Case Deliverables & Impact

*\*\* Provide a description of the initiative and how the community will be impacted by its implantation.*

Employers in London have been mentioning the presence of talent shortages in various local industries (Accommodation and Food Services, Manufacturing, Health and Social Assistance, Construction, etc.), see Employer One Survey 2022 results. COVID-19 pandemic magnified this local need. Therefore, employers and educational institutions are looking for faster alternatives for up-skilling the local workforce and helping fill local job vacancies. Several unconventional educational alternatives emerged to satisfy this need among which is micro-credentialing. However, there is no clear evidence that micro-credentialing is widely accepted/ recognized among employers. The present research attempts to assess the level of acceptability of micro-credentials among local employers, which directly impacts the local labour participation in London.

#### Idea Summary

Conducting research on employers in London area to determine the recognition/acceptance of the micro-credentials<sup>1</sup> presented by job applicants. The research report will help local educational institutions, job applicants, service providers and the general public to rethink their approach on up-skilling for the current modern economy.

<sup>1</sup> Micro-credentials are rapid training programs offered by postsecondary education institutions across the province that can help you get the skills that employers need. Micro-credentials help people retrain and upgrade their skills to find new employment.

### Idea Benefits

Employers, job applicants, employment services and the public will be able to determine the viability of micro-credentials as a pathway to employment. The findings of the report have the potential to increase the employment and labour market participation in London area and could lead to the expansion of micro-credentialing programs among London's colleges, universities and other micro-credentials granting institutions.

### Idea Timeline

Project begins - June 15, 2022.

Form partnership agreements with Western University, Fanshawe College, Pillars Non-Profit, or other micro-credential granting organizations - June 30, 2022.

Literature review completed - July 31, 2022.

Survey design completed - August 31, 2022.

Data collection - October 1, 2022 to October 31, 2022.

Research report completed - December 31, 2022.

### Funding Requested

Total: \$12,560, see details in the Business Case Financial Impacts

### Sustainability

Although, the final product of this undertaking will be in form of a report, and minimal sustainability effort may be required. The report will manifest in increased awareness of the relevance of micro-credentials as a viable measure of competence in job seekers. With employers accepting micro-credentials, more applicants will identify the need to acquire it to seek meaningful employment or labour market non-participants may see it as an easier pathway to re-engaging with the labour force. This has a potential to create a multiplier effect where employers could engage in promoting Micro-credentials to other employers in a similar sector.

### References

EMO Workforce Planning and Development Board (2022, April 27). Employer One 2022 Results Report. Retrieved from <https://workforcedevelopment.ca/available-now-employerone-2022-results-report/>

## Business Case Financial Impacts

\*\* Expenses must be incurred after the project has been approved.

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Research associate labour (7h/wk x 4 wk/month x 7 months x \$35/h)	\$6,860	\$0	\$0	\$6,860
Co-op student labour (35h/wk x 4 wk/month x 3 months x \$20/h)	\$4,200	\$0	\$0	\$4,200
Supplies (paper, printing, etc.)	\$1,000	\$0	\$0	\$1,000
Telecommunications (calling employers)	\$500	\$0	\$0	\$500
Management and Admin (15% of subtotal)	\$1,884	\$0	\$0	\$1,884
<b>Total Project Cost</b>	<b>\$14,444</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,444</b>
Leveraged Contribution: Management and Admin Provided by the Workforce Planning and Development Board	\$1,884	\$0	\$0	\$1,884
<b>Net Request (Requested City Investment)</b>	<b>\$12,560</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,560</b>

## Business Case Metrics

**\*\* List key performance indicators that will be used to measure the performance of this idea.**

**Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?**

Metric Description	Current	2022	2023	2024
Research is able to determine the acceptability of micro-credentials among London employers.		✓		
At least 60% of employers that read the report agree that it enhanced their perception of Micro-credential. (A survey will be conducted after the report is completed).		✓		
At least 60% of employers that read the report indicate they are willing to hire job seekers that acquired a Micro-credential as an addition to prior training. (A survey will be conducted after the report is completed).		✓		
At least 60% of service providers <sup>2</sup> that read the report agree that it changed their perception of Micro-credentials and are more encouraged to sell it to employers looking to fill positions. (A survey will be conducted after the report is completed).		✓		
At least 60% of job seekers that read the report agree that it created a positive impression of Micro-credential, and they are more encouraged to explore the pathway.		✓		

## What are the risks of not proceeding?

**\*\* Provide a description of potential risks to the community if this idea is not implemented.**

One of the biggest implications if this exploratory research is not conducted will be the risk of employers, job seekers and educators not pursuing this up-skilling pathway at full potential, which may directly impact the level of unemployment, and the fact that job vacancies may continue to maintain its current levels.

The local labour market will be less efficient when it comes to labour force allocation. Job seekers will choose longer and more costly career paths towards career development. Employers will be faced with persistent shortage of talent, and they will be constrained to operate at reduced capacity if unaware of other alternatives.

Also, there is a possibility that some employers who are not as accepting or familiar with the concept of Micro-credential, will be missing on great candidates if they don't have the awareness that other employers are accepting them, and perhaps have recorded great success.

<sup>2</sup> Service providers include Employment service providers and/or Career development practitioners who work with employers to fill job vacancies.

# Appendix C: LCRN Community Business Case # 3: Centre Stage Patio Grant

## London Community Recovery Network Ideas for Action – Business Case

### Idea Title:

Centre Stage Patio Grant

### Idea Lead/s:

Core Area and Urban Regeneration, Economic Services and Supports, Planning and Economic Development; London Music Office, London Tourism; and Film London, LEDC

### Idea Alignment with the LCRN:

*\*\* Explain how the alignment with one or more LCRN Framework focus areas and up to 3 indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

#### **LCRN Focus Area Alignment: Driving Prosperity; Fostering Community**

This grant program aligns with the focus areas of *Driving Prosperity* and *Fostering Community* as the program allows for improved patio experiences through the integration of live music on eligible patios, adding energy and vitality to participating main streets. *Centre Stage Patio Grants* are an investment in both the culture and hospitality sectors, areas recognized as being among the hardest hit by the COVID-19 pandemic.

#### **LCRN Indicator Alignment: Arts, Culture and Tourism; Business Health; Community Engagement and Social Isolation**

The concept presented aligns with the *Arts, Culture and Tourism; Business Health; Community Engagement* and *Social Isolation* LCRN indicators as small businesses are essential to the vitality and success of London's main streets and neighbourhoods. Cultural industries are key drivers of economic prosperity for residents and the community. The proposed grant program is intended to support the recovery and long-term success of local small businesses in London's five Business Improvement Areas, while also encouraging workforce enhancement and employment opportunities for cultural workers, including musicians. This project would enhance access for the presentation of live music for both businesses and musicians.

Creating performance spaces on patios for intimate/scaled-down live music (in alignment with the Sound By-law) at eligible businesses such as cafés, restaurants and bars will add performance opportunities for musicians while energizing outdoor animation in London's main streets and showcasing, in a practical way. These performance spaces will enhance the cities profile in alignment with London's UNESCO City of Music designation. Enhancing the 2021 fully subscribed patio grant, to also include equipment supporting live music performances, helps to animate main streets and encourage residents, visitors, and workers to return to their favourite restaurants and bars, and visit local shops and services. The grant allows eligible businesses with financial support for the purchase of mobile audio equipment for live performances and diversifies the business' offerings by increasing their attractiveness to potential new customers. This program supports recovery within the local music sector while removing barriers to presenting live music. Eligible businesses will be able to increase live performances and create paid work opportunities for artists, who continue to feel the impacts of being deeply hit by the COVID-19 pandemic.

#### **Background Information**

The original 2020 LCRN Idea for Action suggested that the City work with businesses and BIAs to create an action plan to support patios in the city. This included investigating the use of public

property, providing financial support and amending by-laws and regulations to be more permissive of commercial patios in general.

Several programs and initiatives in place and underway to support patios, both in the municipal right-of-way and on private property, include:

- In 2019, the Core Area Action Plan was received by Council and budget was approved in March 2020 to eliminate patio fees within the Core Area. The Core Area Community Improvement Plan (CIP) necessary to implement this grant program was approved by Council in March 2021.
- As part of the Back2Business (B2B) task force in 2020, Civic Administration implemented a temporary process to allow businesses to expand or create new patio space on their private property, often in parking lots. This initiative has been well received by businesses and staff, which resulted in a city-initiated Zoning By-law amendment (Z-9300) in 2021. A subsequent options report, in response to Council direction, is scheduled before the Planning and Environment Committee on May 30, 2022. Civic Administration is recommending deleting the capacity restrictions for temporary seasonal outdoor patios. If approved by Council, a public Zoning By-law amendment process will follow.
- Actions taken in 2021 through “A Break in the Clouds: 2021 Patio Improvement Program” provided patio enclosure materials, furniture and fixtures. COVID-related restrictions and legislation limiting interior capacity had been identified as significant barriers for many hospitality businesses to expand their seating capacity, particularly those in core neighbourhoods with smaller interior dining spaces. The Core Area & Urban Regeneration Team worked collaboratively with London’s five BIA’s to distribute and administer the \$100,000 allocated to the entire Program. The program was fully subscribed and there was more demand than funding in two ways – businesses requested more per business + more businesses applied than the funding could accommodate. Financial support was capped at a maximum amount per business to provide opportunities for as many businesses as possible. The program covered new patios, upgrades to existing patios, as well as furnishings (tables, chairs, lounge furniture, umbrellas, patio lighting), fencing/boundary materials, decorative planters and planting and heaters. Ongoing maintenance was the responsibility of the businesses and/or the BIAs.
- Centre Stage Patio Grant is focused on supporting the acquisition of equipment that allows live music performances to take place on commercial patios throughout the City of London. While Centre Stage Patio Grant is not a funding mechanism to pay artists, the London Music Office, with partners, has a live music support program titled, Revive Live. Through Revive Live, live music performances and some technical staff costs could be covered. London Music Office can assist with more detail on the program and is able to provide a directory of local artist that may be able to perform on successful patios.

## **Business Case Deliverables & Impact**

*\*\* Provide a description of the initiative and how the community will be impacted by its implementation.*

### **Idea Summary:**

#### **Center Stage Patio Grant:**

Over the past two years, the hospitality and entertainment sectors were among the hardest hit by the COVID-19 pandemic. For the hospitality sector, programs introduced by the City of London such as the Sidewalk Patio Program, the Core Area Community Improvement Plan (CIP), City-initiated Zoning By-law amendment (Z-9300) and the LCRN funded Patio Improvement Program Grant (2021) have provided much needed support for that vital part of London’s economy. The proposed Centre Stage Patio Grant program can continue to add vibrancy back to the city by offering more opportunities for hospitality businesses to provide patio materials which encourage residents to support dining outdoors at local cafes, restaurants, bars. In 2022 this enhanced Patio grant also provides patio operators options for the purchase of equipment to stage performances that supports greater access for local musicians to present live music performances and cultural activities, in alignment with Canada’s only UNESCO City of Music designation. The grant does not

extend to the purchase of musical instruments. Continued development and collaboration of the cultural and the hospitality sectors will allow for greater opportunity beyond the summer months. Upgrades to patios will extend the desired patio season beyond traditional summer months, while investment in music production will equip businesses with year-round opportunities for the music sector.

### **Results of 2021 Patio Improvement Grant Program:**

The LCRN-funded patio grant was very successful. Of the Council-approved LCRN \$100,000, there was more demand than what was available for allocation. Demand was demonstrated in three ways:

- individual business requested more than the maximum allocated per business;
- more program applications were received from individual businesses than funding available; and,
- requests for funding were received for items that were not included in the eligible funding.

The distribution of the funding generated the following:

- Argyle BIA: 4 successful PIP Applications
- OEV BIA: 7 successful PIP Applications
- Hyde Park: 6 successful PIP Applications
- Hamilton Road: 5 successful PIP Applications
- Downtown London: 38 successful PIP Applications

Success can also be measured in the collaboration between the City and the five Business Improvement Areas (BIAs) and the grant program's administration. The Program illustrated that the City listened to and understood the needs of the BIAs and their Members regarding developing and delivering a straightforward and practical program as a component of the City's approach to addressing issues created by COVID-19.

### **Proposed Program Allocation for 2022 Grant Program:**

#### **Materials Grants:**

In collaboration with London's BIAs, the Center Stage Patio Grant program would be extended and improved, then administered by the BIAs to maximize efficiency and flexibility in implementation. Financial support would be capped at a maximum dollar amount per business (capped at a maximum of \$5,000 per business/location). The program would continue to provide funding for patio materials at new patio locations and upgrades to existing patios, for eligible items including furnishings (tables, chairs, lounge furniture, umbrellas, patio lighting), fencing/boundary materials, decorative planters and planting, heaters and flexible shading/tenting options.

Additionally, as part of actioning London's recent UNESCO City of Music designation, the patio grant program would be enhanced to support live music performances on patios through the financial support for eligible items of live music performance equipment including mobile (moveable) live music audio equipment, small staging platforms, stage lighting and incidental items associated with these, also capped at maximum of \$5,000 per business/location. Eligibility to receive this funding would require recipients to track the number of 2022 performances supported using the equipment. Ongoing maintenance of the equipment would be the responsibility of the businesses purchasing it.

#### **Film Grant:**

In-order to capture the impact that this enhanced grant program will have on the community, the City of London and the London Music Office propose to partner with Film London (LEDC) to host a pitch contest that will award one local filmmaker a \$15,000 grant to use as funding to document live music across patio spaces in London. The applicants will need to provide a demo reel and demonstrate their ability to create documentary style videos of various lengths. The applicants will be evaluated by Film London based on their pitch; criteria may include access to equipment, a storyboard, and an overall vision which adheres to the intended themes or revitalization, post-covid recovery, and a return to live music. The winning applicant will be awarded the \$15,000 and a delivery date by which the project must be completed. In collaboration with community partners, Film London can connect the filmmaker with the various partners involved with the project. Businesses that apply must also agree to work with the filmmaker to have their projects documented. Film London will provide in-kind administrative support for the film pitch contest which will include co-facilitation of the contest, marketing & social media promotion, as well as providing the pitch contest winner with access to the live music events that will be featured in the video.



The finished project will focus on the theme of revitalization, post-covid recovery and how live music is returning to London thanks to the creation/refurbishment of new spaces. The video can be used as promotion for businesses and shared through various partners at Tourism London, LEDC, London Chamber of Commerce, Downtown London, Small Business Centre, etc.

The project is ultimately a collaboration of music, film and local BIA businesses, and can lead as a strong example of local and community-based creative industries working together to form a vibrant entertainment ecosystem.

**Idea Benefits:** This initiative would impact participating BIA main street businesses by removing financial barriers to building and furnishing a sidewalk patio, as well as increasing capacity in main street neighbourhoods with smaller interior dining spaces. Additional benefits for the community are an increase in street-level activation, passive surveillance with more eyes on the street and spin-off economic benefits for surrounding businesses.

**Idea Timeline:** If approved, this initiative could be implemented within 1-2 months.

**Funding Requested:** The Business Case recommends a \$165,000 one-time expenditure in 2022.

**Sustainability:** Local businesses who are eligible for the patio grant and/or the purchase of music equipment may be able to better attract customers on an ongoing basis. This grant is intended to assist with the revitalization of patios and reinforce London's UNESCO City of Music designation by supporting and encouraging live music on eligible patios.

## Business Case Financial Impacts

*\*\* Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Patio Materials	\$90,000	\$0	\$0	\$90,000
Music Equipment	\$50,000	\$0	\$0	\$50,000
Film Pitch Contest (LEDC)	\$15,000	\$0	\$0	\$15,000
Program Administration	\$10,000	\$0	\$0	\$10,000
<b>Total Project Cost</b>	<b>\$165,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$165,000</b>
Net Request (Requested City Investment)	\$165,000	\$0	\$0	\$165,000

## Business Case Metrics

*\*\* List key performance indicators that will be used to measure the performance of this idea.*

*Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?*

Metric Description	2022 (Target)	2023 (Actual)
# Sidewalk Patios participating in the program	20	
# of Patio Materials Grants Provided (cumulative)	30	
# of Musical Equipment Grants Provided (cumulative)	10	
# of Live Performances on Patios participating in the program (cumulative)	50	
# of Film Industry Professionals Employed for Video Production	3	
Number of Businesses Featured in Video	5	

## What are the risks of not proceeding?

*\*\* Provide a description of potential risks to the community if this idea is not implemented.*

Main street businesses will continue to have limited capacity or not be able to provide alternative outdoor seating, resulting in a loss of potential business. Businesses will need to allocate the financial cost of patio enclosure materials and furnishings from their own earnings after years of devastating losses, a financial burden some businesses would not be able to bear. Ongoing and consistent opportunities must be created for cultural and hospitality workers, or individuals will continue to leave these sectors due to job instability and lack of job security.

## Other Information

*\*\* Include linkages to any reference documents, previous reports, relevant Council resolutions, etc.*

Core Area Action Plan; Music Entertainment and Culture Districts Study, UNESCO City of Music website; 2019-2023 Strategic Plan for the City of London

# Appendix D: LCRN Community Business Case # 4: Talent Attraction and Labour Force Growth for Sustainable Economic Recovery

## London Community Recovery Network Ideas for Action – Business Case

### Idea Title:

Talent Attraction and Labour Force Growth for Sustainable Economic Recovery

### Idea Lead/s:

London Economic Development Corporation (LEDC)

### Idea Alignment with the LCRN:

*\*\* Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

#### **LCRN Focus Area Alignment:**

London's current unemployment rate of 4.8% (April 2022) is one of the lowest we have experienced in the region and makes it very challenging for employers to fulfill their skilled labour force needs. In addition, the London region currently has well over 7,000 open positions across all industry sectors including manufacturing, technology, hospitality, construction, health care and much more. The anticipated recruitment needs of recently attracted companies is expected to put further stress on our region's limited supply of skilled talent.

For London to keep attracting new investments and help existing companies grow, we need to find ways to increase our labour pool and address critical skills needs.

**Investing in People, Driving Prosperity, Fostering Community** - this 3-year initiative aims to support existing and future employers by increasing London's labour force and attracting skilled workforce for high demand occupations in growing industries.

#### **LCRN Indicator Alignment:**

**Driving Prosperity** – this 3-year initiative is designed to address business health, employment, labour market participation, talent recruitment and retention.

**Fostering Community** – this 3-year initiative will add diversity through newcomer attraction, immigration, and migration from other cities/provinces.

**Investing in People** – this 3-year initiative will help improve education attainment and create new income streams as the labour pool increases.

## Business Case Deliverables & Impact

*\*\* Provide a description of the initiative and how the community will be impacted by its implantation.*

### Idea Summary:

#### Background

Canada has long recognised the critical contribution that immigration plays in addressing labour market needs, forecasted demographic shifts and the future prosperity of our communities. Historically, most immigrants have selected large metropolitan areas such as Toronto, Vancouver, and Montreal. The London region needs to raise its profile and be better positioned to receive greater number of newcomers to address our current and future workforce shortages.

The City of London has similarly recognized this need and established its Newcomer Strategy 2018-2023 - Choose London-Innovative, Vibrant and Global. The London & Middlesex Local Immigration Partnership along with the Réseau en immigration francophone du centre sud-ouest have been making important contributions to ensuring welcoming communities but further proactive actions are required to advance immigrant attraction.

In recent years, London has attracted several large investments and supported growth of existing companies that have created thousands of jobs. Employers across all industries are increasingly concerned about shortage of available and skilled labour supply. There is significant risk that companies will not have sufficient access to talent to grow their enterprises in London, this will make it challenging for our region to attract new employers as well. While London has attracted many new residents from the GTA and other areas, there continues to be a significant gap in labour demand and supply.

Similarly, London's post-secondary education sector relies heavily on international students to achieve financial sustainability (over 13,400 students in 2021/22). The strategic plans and enrolment forecasts of our post-secondary educational institutions are dependent on achieving increased international student participation and diversification (over 60% come from two source countries). As the education sector is a vital economic driver, assisting our post-secondary institutes in attracting more international students from diverse backgrounds will help grow the education sector and provide a valuable source of talent for growing companies.

The federal government is currently preparing the guidelines for a Municipal Nominee program that will operate alongside federal and provincial immigration categories. In order to position London for a successful Municipal Nominee program, this proposal seeks to develop local rationale for specific categories of international talent needs, build capacity to serve employers through this program and raise London's profile with talent looking to locate in Canada. A stronger profile of our region and compelling career opportunities will assist the city, education partners and companies to attract a diverse range of international talent.

**Proposal: a three-year talent attraction initiative to identify, recruit, and connect targeted newcomers, entrepreneurs, and international students with the needs of London's employers and post-secondary institutions. This initiative is designed to advance the City of London Newcomer Strategy 2018-2023 and work in parallel with post-secondary international recruitment efforts and other local efforts.**

- Employer focussed forecast and research of labour market requirements that informs international talent recruitment, employer engagement and federal, provincial and municipal immigration program development.
- Develop contemporary promotional materials, videos, collaterals and other supports actively used by education institutions, employers and others to improve London's brand, visibility, employment and business opportunities. Currently, there is a lack of shared collaterals with compelling narratives in a variety of media that can be accessed by all partners.
- Work with our education institutions to develop strategies to attract more and diverse international students. Enhanced part-time and post-graduation employment pathways with employers are to be established in line with forecasted areas of need.
- Establish a clear point of contact to address and guide immigration enquiries, support employers (especially the small and mid-size) access international talent and build capacity for the proposed municipal nominee program.
- Talent recruitment campaigns to attract skilled workforce from the GTA and newcomers coming to Canada, including a strategy to attract talent expected to arrive from Ukraine. These campaigns would be designed to address the needs of our region's growing economy.
- Develop soft landing supports for an international entrepreneurship recruitment program.

## **Approach**

The London Economic Development Corporation (LEDC) will work with the City of London, employers, education institutions and other partners to support the following initiatives:

### **Labour Market Forecast that drives initiatives:**

A common picture of key labour market shortfalls can harness industry, education, and career services to stimulate domestic and international initiatives. This project will use the Canadian Occupation Projection System Labour Demand Supply as a framework to identify critical National Occupation Codes (NOC) and Skill Sets that will be supplemented by local data to establish areas for our collective attention. These local priority areas will then be cross referenced with Education opportunities and Immigrant program pathways to further inform initiatives to ensure talent supply.

Fanshawe College's Institutional Research and the Workforce Planning Board will be key contributors along with other stakeholders and industry groups including London Region Manufacturing Council, Excellence in Manufacturing Consortium, Canadian Manufacturers and Exporters, London District Construction and London Home Builder's Association. In addition to research and data validation, industry partners would be engaged in attraction and recruitment efforts for key in-demand occupations. For instance, the FAST NB ([Facilitating Access to Skills Talent - New Brunswick](#)) program, with similar population size to the London region, actively conducts overseas recruitment, training and employer matching.

### **Enhancing London as a destination of choice:**

The competition for talent is intense and London needs to raise its visibility and profile in order to get on the radar for international talent attraction. Proactive marketing campaigns, websites, promotional materials and collaterals need to be developed to increase targeted international inquiries, matched to high growth industries. London's education institutions, companies and local partners develop marketing and resources to reflect their unique niches and needs, but there is an opportunity to up our collective game through developing enriched, shared resources, messages and collaterals that can support a talent attraction focus. This includes use of You Tube, Instagram, TikTok as well as other contemporary and traditional channels.

The goal of these campaigns would be to have more prominence on federal/provincial newcomer sites, increased inbound inquiries for labour force attraction and building a compelling narrative for employers' recruitment initiatives.

### **Targeted recruitment activities in key markets:**

Building on the success of our recent Don't Tell Toronto campaign, we would target communities where relevant skills and the appropriate impetus can be found. With clear identification of priority occupations and the capacity to support employer and talent enquiries, building domestic and international recruitment campaigns can get underway.

Similarly, there are immigration categories, such as International Mobility with its young professional, working holiday, and co-op provisions from several source countries, that are underutilized by local companies. As well, there are skills programs in other countries that with some short/medium-term bridging can be leveraged. Employers often require practical guidance and supports to navigate various immigration programs as well as to maximize the potential that international students can bring through the development of active pathways including part-time employment.

For international student recruitment, where eventual immigration success is a key determining factor, clear employment pathways will assist with diversifying academic programs and source countries. LEDC would work with academic institutions to diversify international recruitment, raise London's profile, and to connect newcomer talent to employment opportunities at an early stage. Since students can stay in London for up to 3 years after graduation, early employer engagement will help in retaining more of this labour pool. Over the past year, LEDC led the integration of local job board (londontechjobs.ca; knighthunter.com; londonmfgjobs.com) with the career portals for both Western University and Fanshawe College. This has led to a significant boost in the number of local employment opportunities being visible to post-secondary students. LEDC would leverage these resources to connect more international talent to open positions.

For immigrant entrepreneurs to establish their enterprise in London, clear pathways and support needs to be coordinated to ensure that federal and provincial immigration programs can recognise and support their attraction and development in our community. LEDC will work with the London Small Business Centre to set up a start-up visa program and soft-landing supports for international entrepreneurs. We would leverage Small Business Centre's expertise by developing sessions on Starting a Business in London for newcomers already in London and delivered at a variety of community agencies, as well as virtual sessions in targeted overseas markets.

As Canada looks to welcome refugees from Ukraine and other countries, there is an opportunity to match this talent with employer needs. Working with a number of local support agencies, LEDC would aim to present London employer needs and information to incoming talent pools in order to make early connections and help in the settlement process. LEDC would work closely with the Employment Sector Council and Workforce Planning and Development Board to connect talent with open employment opportunities.

**Operational Considerations:**

- LEDC will continue to participate with and seek the input of The Newcomer Advisory Body.
- Coordinate with City Staff to address the goals of the City of London Newcomer Strategy 2018-23.
- LEDC will continue to leverage its many community partnerships and employer relationships including the LMLIP Employment Sub-Committee, Excellence in Manufacturing Consortium, Employment Sector Council, Fanshawe College, Western University and affiliate colleges, Workforce Planning and Development Board, London Chamber of Commerce and Small Business Centre.
- LEDC will provide overall project management and fiscal reporting.

**Idea Benefits:**

3 Year Outcomes including:

- London and region employers will attract 1,500 new immigrant employees.
- International student enrolment will increase by 1340 students.
- International student diversification will increase by 670 students. Currently, China and India account for over 60% of international student enrollment. Further, most of this enrollment is in select program areas. Geographic and academic diversification will allow for better alignment with labour market needs.
- London job portals use beyond SW Ontario will increase to 50%.
- Successful recruitment and establishment of 20 newcomer entrepreneurs.

**Idea Timeline:**

This initiative has a 3-year timeframe, beginning with the research and analysis component.

**Funding Requested:**

**3 Year Budget Requirements (Annual)**

- |  |           |
|--|-----------|
| • Labour market research, analysis and reports                 | \$50,000  |
| • Marketing materials, collaterals, social media, website dev. | \$200,000 |
| • Targeted talent attraction and international recruitment *   | \$250,000 |

\* *Includes job fairs, webinars, familiarization tours, recruitment missions, consultants and services required to execute the specific targets and opportunities identified through the research phase, consultation and further partnership development.*

**Sustainability:**

Experience identifying specific talent needs, targeting international talent pools, recruiting talent, settling talent, and ensuring employment / entrepreneurship / and education leading to employment will enable refinement of the process and reproduction of the results in future, potentially with provincial and federal funding and regulatory assistance (proposed municipal nominee program).



## Business Case Financial Impacts

*\*\* Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Labour market research, analysis, report, and guides	\$50,000	\$0	\$0	\$0
Digital marketing materials, social media, website dev.	\$200,000	\$250,000	\$250,000	\$250,000
Targeted talent attraction and international recruitment	\$250,000	\$250,000	\$250,000	\$250,000
<b>Sub-Total Project Cost</b>	\$500,000	\$500,000	\$500,000	\$1,500,000
<b>Leveraged Contributions (in-kind)</b>				
1. Western University and affiliates as well as Fanshawe College International Student Recruitment efforts	\$1 million	\$1 million	\$1 million	\$3 million
2. Existing LEDC capacities for marketing	\$300,000	\$300,000	\$300,000	\$900,000
3. Existing SBC capacities for entrepreneurship development	\$100,000	\$100,000	\$100,000	\$300,000
4. Workforce Planning board and Fanshawe College Institutional Research contributions on data and research	\$50,000	\$50,000	\$50,000	\$150,000
5. City of London's Newcomer Attraction Strategy	\$50,000	\$50,000	\$50,000	\$150,000
<b>Total leveraged contributions:</b>	\$1.5 mill	\$1.5 mill	\$1.5 mill	\$4.5 mill
<b>Total Project Cost</b>	\$2 million	\$2 million	\$2 million	\$6 million
<b>Net Request (Requested City Investment)</b>	\$500,000	\$500,000	\$500,000	\$1,500,000

## Business Case Metrics

*\*\* List key performance indicators that will be used to measure the performance of this idea.*

*Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?*

Metric Description	Current	2022	2023	2024
London employers will attract 1,500 newcomer employees.	0	0	750	750
International student enrolment will increase by 10 % to 14,740 students.	13,400	0	670	670
International student diversification will increase by 5% to 8,740 students	8,040	0	335	335
London job portals use beyond SW Ontario will increase to 50%.	25%	0	35%	50%
Successful recruitment and settlement of 20 entrepreneurs.	0	0	5	15

## What are the risks of not proceeding?

*\*\* Provide a description of potential risks to the community if this idea is not implemented.*

London employers are already signalling distress in finding suitable talent to fill existing job openings in all sectors. This challenge is common across much of the Western world and promises to become an even greater challenge as our economies grow stronger post-COVID19 and as our population ages. London cannot prosper and remain a welcoming and successful community without increased working age immigration. London must identify and target the recruitment of the talent we need or risk the loss of existing employers and the avoidance by future employment related investment prospects. The market for talent is extremely competitive and many cities, regions, provinces, and countries are far ahead of London in their programs to attract the best possible talent for their growing communities. As well, the City of London will face increased pressure and/or criticism from its stakeholders and employers if significant efforts do not materialize.

Numerous external factors will impact successful workforce attraction, including access to affordable housing, childcare, transit and other variables that impact location decision making.



May 27<sup>th</sup> 2022

To the Strategic Priorities and Policy Committee;

Re: Support for Centre Stage Patio Grant Program

In 2021, under the guidance and direction of City of London staff, the Argyle BIA and its members benefited from the Patio Grant program. In this next season of recovery, the Argyle BIA is pleased to support and be a participant in this program that lifts up the “City of Music” designation.

As a Business Improvement Association in the Argyle community, any support that we can provide to our membership is always welcomed and appreciated.

Thank you!

**Bethany Mejia**

**Executive Director, Argyle BIA**



Hyde Park Business Improvement Association  
*"Businesses Working Together to Foster a Vibrant Community"*



May 25, 2022

Attn: Strategic Priorities and Policy Committee  
RE: **2022 Center Stage Patio Program Submission for LCRN funding**

To Whom it May Concern,

Please accept this letter in support of the 2022 Center Stage Patio Program Submission for LCRN funding.

For businesses in Hyde Park, last year's Patio Improvement Program (officially called "A Break in the Clouds") was a large success. In addition to providing some financial relief for restaurants expanding their seating capacity into additional patio space, through the program, and equally important, our businesses (already dealing with COVID fallout) felt immense support from the City of London and the BIA.

We are excited about the enhancements to the 2021 Patio Improvement Program dubbed the '2022 Center Stage Patio Program' which will be one tool to broaden London's City of Music designation by UNESCO deeper into our communities.

The Hyde Park BIA fully embraces building a vibrant music economy. Studies show that musical communities drive value in several important ways from fueling job creation, economic and artistic growth, tourism development while strengthening a city's brand.

Post Pandemic, the outdoor pop-up patios will provide ongoing opportunities for this industry to provide unique place-based culinary experiences that will continue to support local retail hubs with stimulated spending as we all continue to work to rebuild our communities and our economic footprints.

As said in our support of the 2021 Patio program, this is just one of the many thoughtful actions the City has recommended (Staff and Council) and reviewed (with much community consultation working with partners) and we fully support this as a means in helping to steer tangible business outcomes for the betterment of both our businesses and our communities.

Thank you very much for your consideration,

Warm Regards,

Donna Szpakowski; CEO & General Manager



May 30, 2022  
Jen Pastorius  
Old East Village BIA  
Manager

Dear Strategic Priorities and Policy Committee,

Please find this letter in support of the Centre Stager Patio Grant Business Case that will be discussed at the June 7, SPPC meeting.

The OEV BIA believes that working again through recovery with the City of London will be beneficial to all parties involved, especially as we shift to in-person events and look to utilize a variety of spaces (indoor and outdoor) once again.

With my permission, please place the Centre Stage Patio Grant Business Case on the public agenda.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Pastorius". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Jen Pastorius  
Old East Village BIA Manager



June 1st, 2022

Downtown London  
123 King Street  
London

The London Downtown Business Association is pleased to be writing a letter of support for the proposed Centre Stage Patio Grant. This grant builds on “A Break in the Clouds” grant that the City supported last year, which was highly successful and very much appreciated by restaurateurs and cafes in the downtown. We strongly support this grant application and recognize the positive impact that it will have on our local businesses.

This grant is also an excellent opportunity for businesses, partners and the city as a whole to continue our collaborative efforts in supporting London’s UNESCO City of Music designation. The program will not only support the recovery of business, increase downtown vibrancy but will also help align us all under the city’s vision to truly become a City of Music on the world stage.

A handwritten signature in black ink, appearing to read "Barbara Maly", is written over a small, faint rectangular stamp.

Barbara Maly  
Executive Director  
519-663-2002



## City of London - Application for Appointment to Western University Board of Governors

### Application

Please choose the Board or Commission you are interested in serving on: **Western**

### Contact Information

Name: **Lori Higgs**

City: **London**

Province: **ON**

### Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 1500 characters): **In December 2018, I applied for a position to the City of London's Audit Committee as a community member. I was subsequently confirmed to join this committee and have been a member of the Audit Committee since 2019.**

What do you hope to contribute or learn as part of a Board or Commission? (max. 1500 characters): **Through my volunteer work on various Boards and Committees, I have consistently been an active contributor to discussions and enjoy generative and future focused topics. Although I have depth of knowledge on financial matters I also bring value to Boards through my experience with regulatory environments, strategic planning, Enterprise Risk Management and building relationships with various levels of Government. I seek to identify mutual purpose in group settings and build consensus through active listening, genuinely seeking to understand others' views and then also sharing my own views (even if they differ from others) in a very respectful manner. I also believe that building positive relationships contributes to having successful outcomes on Boards. Building mutual respect for each other is an essential element of feeling safe to share diverse perspectives in a formal meeting setting.**

How will you support the work of a Board or Commission? (max. 1500 characters): **I have experience on a number of volunteer Boards and Committees, including the role of Chair of Fanshawe College's Board of Directors and in my six years on this Board I developed a deeper appreciation for the opportunities and challenges in post-secondary education. In my time as Board Chair, I focused on reviewing the college's subsidiary structure, diversification of revenue-generating opportunities and led the annual Board Workshop on the topic of "Innovation." The focus on innovation was selected to signal the college's need to adapt to innovative learning models in order to attract new students and tailor future learning to evolving changes in student needs and preferences. In addition, I led the college's executive compensation review, including implementation of enhanced metrics and reporting objectives for the President and CEO's annual performance review. Throughout my time on the Board, I also worked closely with fellow Board colleagues to create and implement an orientation program for new Board members to support their learning and understanding of all aspects of the college operations, strategic plan, and financial matters.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 1500 characters): **My community involvement also includes serving on the London Chamber of Commerce Board of Directors for several years, and being appointed to the role of Treasurer. In my time as Treasurer, I implemented positive changes to the financial budgeting and reporting processes. My interest in volunteering with the London Chamber of Commerce was to support the voice of business and economic prosperity in our community. While my volunteer roles with various organizations are more fully described later in this application, my experience broadly encompasses financial reporting and budgeting, investment portfolio management and management, government relations, regulatory requirements, enterprise risk management and strategic planning.**

Please tell us about your interest in being a part of the Western University Board of Governors. Why are you interested in this particular opportunity? (max. 1500 characters): **I am originally from the London area and have a great passion for volunteering in support of helping our community to prosper. From a broad perspective I'd like to contribute to Western's continued success as being ranked among the top 1% of higher education institutions worldwide. As a community member of Western's Audit Committee since 2020, I have had the opportunity to gain a high level understanding of Western's operations and a greater level of understanding of Western's finances and Enterprise Risk Management program. Given what I have learned about Western over the past two years and as a proud alumnus of Western, I would be most excited to have the opportunity to further contribute to Western at the Board of Governors level. As an executive leader with St. Joseph's Health Care London, I also recognize the synergies between health care and education and Western as a key partner in our shared academic and educational priorities.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **I have a BA in Administrative and Commercial Studies from Western and a Diploma in Accounting from Wilfrid Laurier University. In 2021, I was selected to receive the distinction of Fellow (FCPA) by CPA Ontario. This designation formally recognizes CPAs that have rendered exceptional service to the accounting profession and outstanding contributions to their communities.**

**In terms of other awards and recognitions, in 2009 I received the Aspiring Leader Award at St. Joseph's, one of the St. Joseph's President's Awards, and in 2013 was named one of Business London Magazine's Top 20 Under 40 in recognition of business achievements, industry innovation and community involvement. In 2017, I was one of 50 individuals selected across Canada for appointment to the Canadian Board Diversity Council.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **As a senior financial executive with over twenty years of progressive leadership in Public Accounting and the Health Care sector, I bring lens of strategic and critical thinking to inform sound decision making while taking into consideration the risk tolerances of the organization.**

**In my role as St. Joseph's Chief Financial Officer and VP of Clinical Support I am accountable for managing an annual operating budget of over \$500 million and lead a team of 550 staff who oversee the finance department, purchasing and inventory logistics, patient food and nutrition services, health information management, environmental services, and retail food services. I oversee all aspects of the hospital's resource allocation and budget planning processes, as well as financial reporting to internal and external stakeholders. My role also includes the oversight and management of a \$275 million investment portfolio. I provide leadership to guide St. Joseph's investment management strategy through a Board-approved Investment Policy Statement that outlines corporate objectives, long-term cash flow planning, return on investment, preservation of capital, asset mix and monitoring of external Investment Manager performance.**

**I have also spent considerable time on government relations and developed excellent relationships with the Ministry of Health, the Ministry of Long Term Care, and Veterans Affairs Canada and I am often called upon to share my insights and expertise for health care task forces, committees, and other groups. My work on these groups helps keep the hospital front and centre with its government partners, and supports shaping future funding policies. A summary of current committee work relating to provincial health care policy and funding matters is attached.**

**In 2012, the health care sector experienced substantial changes through the Ministry of Health's introduction of Health System Funding Reform for all Ontario hospitals. Through my involvement on a number of Provincial committees, I (along with my team) influenced changes to the complex methodology that is being used to fund Ontario hospitals. Building relationships with Ministry officials and providing detailed analysis and data to support the recommendations were instrumental in being able to influence these changes.**

**As a recent member of the United Way Elgin Middlesex Campaign Cabinet, I joined peers in raising funds and helping people understand needs and priorities and developing strategies that make an impact in the community. It is so important to give back to the community, not only through volunteering time to not for profit and charitable organizations but also through personal financial commitment and networking with others in the community to highlight the importance of providing financial support to the United Way.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 1500 characters): **I am a firm believer that we all have an obligation to contribute back to our community through volunteerism. I have a long history of volunteering with various not for profit organizations, with a particular focus in the health care and education sectors.**

**Ontario Hospital Association Labour Relations Committee (2021-present)**

**Congregation of Sisters of St. Joseph in Canada Finance Committee (2020-present)**

**Congregation of Sisters of St. Joseph in Canada Investment Committee (2020-present)**

**Western University Audit Committee (2020-present)**

**City of London Audit Committee (2019-present)**

**Lawson Health Research Institute Finance, Audit and Investment Committee (2018-present)**

**Ontario Hospital Association Finance and Audit Committee (2012-present)**

**United Way Elgin Middlesex Campaign Cabinet (2019-2020)**

**Fanshawe College Board of Governors (2013-2018, including Chair of the Board 2017-2018)**

**Fanshawe College Audit Committee (2013-2018)**

**London Chamber of Commerce (2013-2017; including Treasurer 2015-2017)**

**Foundation Western Finance Committee (2006-2012)**

**Big Sisters of London Finance Committee (2004-2005)**

**Brescia University College Finance Committee (2002-05)**

**Slovenian Social and Cultural Club Board Member and Treasurer (1997-2001)**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 1500 characters): **Although I am no longer a member of the United Way Campaign Cabinet, I still support the United Way through St. Joseph's "Share the Spirit" Campaign and have been the Executive Sponsor of St. Joseph's Share the Spirit Campaign for five years, leading a dedicated team of leaders and staff to raise funds for both the United Way and St. Joseph's Health Care Foundation. Under my leadership, this campaign has raised over \$750,000 over the past four years.**

Attach resume or other document here, if needed: **Lori Higgs Resume.pdf**

Attach more files here, if needed: **Government and Ontario Hospital Association Committees May 2022.pdf**

## Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Professional or community organization**

If you selected 'Other', please specify:

Submitted on: **5/19/2022 11:00:31 PM**

# Lori Higgs, FCPA, FCA

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## OVERVIEW

- A seasoned financial executive, with a specialty in health care and public sector, who leads teams in delivering on exceptional value and customer service.
- An individual, dedicated to the London community, with a commitment to continuous organizational performance improvement and accountability.
- An effective communicator, mentor and leader.

## WORK EXPERIENCE

### **St. Joseph's Health Care, London**

**January 2011 to Present**

#### **Vice President, Clinical Support and Chief Financial Officer**

- Lead and monitor the overall management of financial planning, analysis and reporting on operations, with an operating budget of \$500 million and investment portfolio of \$275 million.
- Responsible for 600 staff including the finance department, purchasing and inventory logistics, patient food and nutrition services, health information management, environmental services and retail food services.
- Work collaboratively with the President and CEO and senior leadership team in developing key strategic business initiatives and vision for the organization.
- Foster and cultivate various key hospital stakeholder relationships both locally and provincially, and lead the development and negotiation of funding agreements.
- Ensure adequate internal controls and all substantiating documentation is approved and available, such that all purchases may pass independent and governmental audits.
- Responsible for all written and oral communications relating to financial reporting to the Board of Directors and their respective subcommittees.

### **St. Joseph's Health Care, London**

**September 2007 to July 2009 and October 2010 to December 2010**

#### **Director, Finance**

- Recipient of the 2009 Aspiring Leader Award, one of the President's Awards for Leadership.
- Responsible for oversight of the hospital's financial performance and providing stewardship of funds, processes and policies.
- Championed transparency and accountability for policy and procedures, internal controls, and operating and capital budgets through participation and development of new analyses.
- Transformed the 28 person finance department into a highly functioning and cohesive team.
- Identified and recommended opportunities for process improvement and cost savings.
- Implemented numerous quality improvement initiatives, including creation of standardized reporting for quarterly financial results and corporate capital spending.
- Prepared and presented analysis of financial results, annual budget plans and related recommendations to the Board of Directors.
- Proactively supported senior leaders by providing financial expertise with special projects.
- Identified and implemented changes required relating to new accounting pronouncements.

**St. Joseph's Health Care London and London Health Sciences Centre  
July 2009 to October 2010  
Executive Associate, President and CEO's Office**

- Prioritized and managed the work of the joint and hospital-specific senior leadership teams.
- Identified and provided recommendations to the President concerning process improvements.
- Supported the President in preparation for Board meeting presentations.
- Management liaison between the President's office, external stakeholders and senior leaders.
- Assisted the President and senior leaders with strategic planning initiatives.
- Actively participated as a member of numerous committees that supported organization-wide strategic objectives.

**Ernst & Young, LLP  
September 1999 to September 2007  
Senior Manager**

- Responsible for planning, facilitating and executing assurance, business advisory, and corporate tax service engagements for a wide variety of clients ranging from sole proprietorships to international public corporations, with a specialty in health care organizations.
- Assisted clients with assessing and managing various aspects of their business including cash flow projections and management, accounting policies and general risk management.
- Represented London on the National Knowledge Leader Network and facilitated learning programs for firm training initiatives.
- Received top performance ratings throughout full time working experience.

**AWARDS, EDUCATION AND PROFESSIONAL QUALIFICATIONS**

Fellow Chartered Professional Accountant Designation	CPA Ontario	2021
Appointed as Member of "Diversity 50"	Canadian Board Diversity Council	2017
Award – London's Top 20 Under 40 <i>(in recognition of business achievements, industry innovation and community involvement)</i>		2013
Chartered Professional Accountant Designation	Canadian Institute of Chartered Accountants	2002
Diploma in Accounting	Wilfrid Laurier University	1999
BA, Administrative & Commercial Studies	Western University	1998

**COMMUNITY INVOLVEMENT**

Finance Lay Advisory Committee	Congregation of Sisters of St. Joseph in Canada	2020 - Present
Investment Lay Advisory Committee	Congregation of Sisters of St. Joseph in Canada	2020 - Present
Audit Committee	Western University	2020 - Present
Audit Committee	City of London	2019 - Present
Finance and Audit Committee	Ontario Hospital Association	2012 - Present
United Way Elgin Middlesex	Campaign Cabinet	2019 - 2020
Board Member (Board Chair from 2017-2018)	Fanshawe College	2013 - 2019
Director and Treasurer	London Chamber of Commerce	2013 - 2017
Finance Committee Member	Foundation Western	2006 - 2012
Not-for-Profit Task Force Member	Public Sector Accounting Board	2007 - 2010
Finance Committee Member	Big Sisters of London	2004 - 2005
Finance Committee Member	Brescia University College	2002 - 2005
Treasurer, Board Member	Slovenian Social & Cultural Club	1997 - 2001

Ministry of Health (MOH) / Ontario Hospital Association (OHA) Committees  
**Lori Higgs, FCPA, FCA**

*Active in system leadership and advocacy at a provincial level, currently serving on the following committees:*

1. Co-Chair of the Ontario Hospital Association's Finance Leader Network
  - comprised of hospital CFOs from all 141 Hospitals in the province
2. Co-Chair of the Ontario Teaching Hospital CFO Committee
  - comprised of hospital CFOs from the 23 Teaching Hospitals in the province
3. Co-Chair of the Mental Health and Addictions Administrative Data Quality Working Group
  - this group is examining data quality on Mental Health care in the province
4. Member of the Ministry of Health / Ontario Hospital Association Patient-Based Funding Financial and Clinical Data Advisory Committee
  - this group provides recommendations to the Ministry of Health on improvements in the quality and timeliness of data submissions for funding and capacity planning models
5. Member of the Ontario Hospital Association Hospital Finance Advisory Panel
  - this is an ad-hoc group comprised of hospital CEOs and CFOs to develop funding recommendations to the Ministry of Health in response to COVID-19
6. Member of the Ministry of Health/Ontario Hospital Association Mental Health and Addictions Funding Advisory Committee
  - comprised of physicians, CFOs to examine and recommend funding methodologies for Mental Health Care in hospitals and community agencies
7. Member of the Ministry of Health/Ontario Hospital Association Mental Health Quality Standards Working Group
  - comprised of clinical and administrative leaders to develop a strategy to implement clinical quality standards in Mental Health Care in hospitals and monitor related achievement of performance outcomes
8. Member of Advantage Ontario's Funding Advisory Committee
  - comprised of clinical and administrative leaders from long-term care homes to advise Advantage Ontario on funding policy and advocacy issues
9. Community member of the Ontario Hospital Association's Finance and Audit Committee
10. Community member of the Ontario Hospital Association's Labour Relations Committee



## City of London - Application for Appointment to Western University Board of Governors

### Application

Please choose the Board or Commission you are interested in serving on: **Western**

### Contact Information

Name: **Marlene McGrath**

City: **London**

Province: **ON**

Postal Code: **N6K 1A9**

### Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 1500 characters): **Board of Directors, London Economic Development Corporation**  
**As a member of 3M's leadership team, I represented the interests of a significant London employer and a local Canadian head office at the LEDC table, together with other members from academia, government and business. Our focus was to positively impact the London economic environment through development of key areas of the city and by attracting significant employers and business opportunities.**

What do you hope to contribute or learn as part of a Board or Commission? (max. 1500 characters): **As part of the Board, I hope to learn about and contribute to the operations and strategies of the organization. It is important to learn and understand the fundamental business drivers of the organization, the funding models and sources necessary to drive operations and future opportunities, the vision, values and mission that shape decision-making and the key cultural elements that create a working and learning environment.**

**I believe my deep experience in business management obtained as an executive of both 3M Canada in London and 3M Company in St. Paul, Minnesota would assist in these fundamentals. I would contribute through my expertise in Human Resources and share my experiences in organizational dynamics, fostering collaborative teams and building a culturally diverse workforce to assist in the Board's deliberations. I would also provide governance expertise obtained through my legal work and work on Boards in both a professional and volunteer capacity.**

How will you support the work of a Board or Commission? (max. 1500 characters): **My support for the Board of Governors would be in the areas of business management, strategic Human Resources practices, diversity, equity and inclusion, change management, leadership development, engagement, collaborative organizational structures and governance practices. I would also hope to share my interest in different cultures in the work of attracting and retaining international students, faculty and staff. I would act as an ambassador of Western in the areas of public relations and fund-raising.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 1500 characters): **I have been deeply involved on boards in the London community in the areas of health care, long-term care, member clubs and business education. Through these experiences I feel I possess a strong understanding of our city's strengths and challenges and embrace an opportunity to contribute to one of the city's leading organizations.**

**I participated on the Board of a provincial board/agency (WSIB) which provided a broader provincial and governmental perspective.**

**My work at 3M brought me a global perspective and taught me about organizational complexity and cultural impacts. 3M also provided an opportunity to become more involved in American professional groups, permitting me a view of how US business interests operate and drive change.**

Please tell us about your interest in being a part of the Western University Board of Governors. Why are you interested in this particular opportunity? (max. 1500 characters): **As part of the Board of Governors, I am interested in learning about the operations, strategies and governance of one of Canada's top-rated universities. Higher education plays such an important role in shaping the future of our workforce and impacting many elements of societal thought; as such, oversight and governance would be challenging and inspirational.**

**I am keenly interest in in the themes reflected in Western's strategic plan : greater impact; people, community and culture; and Western's place in the world. I believe my background as an executive of 3M Company, a global corporation which contributes to the economies, workforce and communities in countries around the world would be an asset to this work.**

**Having a global workforce of over 90,000 employees provided experience in recruiting and attracting professionals around the world in such disciplines as research and development, engineering and manufacturing, to name a few. Dealing with a culturally diverse student population and faculty in many disciplinary programs at Western would be a similar experience. It would be my hope to contribute to Board discussions on recruiting students and faculty, building relevant marketable skills, creating an innovative and energizing culture and developing thoughtful graduates who contribute to their communities and society.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **I am a graduate of the Bachelor of Laws (LL.B) program of Western University (1986)**

**I became a member of the Law Society of Ontario in 1988 when called to the Bar. I remain a member to date.**

**I was a long standing member of the Canadian Bar Association.**

**As a Human Resources professional, I joined the Human Resources Policy Association and the Health Transformation Alliance both located in Washington, D.C.**

**To assist in my work as a director, I attended Rotman School of Management's Institute of Corporate Directors (2008 graduate).**

**I have participated in numerous internal and external programs on leadership, diversity and inclusion, change management and organizational development.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **The bulk of my work experience was spent with 3M Company, first at the Canadian head office in London and then in St. Paul, Minnesota on the executive team. I commenced my career as a lawyer in 1994 and moved to positions of greater responsibility until I reached the 3M Canada executive team where I had responsibility for Law, Human Resources, Environmental, Health and Safety, Corporate Marketing and Public Relations. In 2006, I became the Human Resources leader for 3M Company's International Operations with responsibility for all subsidiaries of 3M outside the United States. In 2012, I was promoted to Senior Vice President, Human Resources, 3M Company and moved to St. Paul, Minnesota to become a member of the global executive team. In that role I had responsibility for a global workforce of over 90,000 employees with a Human Resources team of approx. 1000 FTEs worldwide. Our team had responsibility for all aspects of Human Resources - talent acquisition, leadership development, compensation and benefits, employee relations, diversity and inclusion, human capital and succession planning and HR technology. I was also responsible for working with the 3M Company Board of Directors, primarily with the Compensation Committee and the Nominating and Governance Committee.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 1500 characters): **I currently sit as a Director of the following Boards :**

**1. Ivey Advisory Council (2022), Ivey Business School Foundation and Ivey Business School Asia (2019)**

**2. McCormick Care Group (2019)**

**3. Samuel, Son & Co. Limited (2020) - Samuel is a privately held Canadian multinational company specializing in metal processing, distribution and industrial products. Founded in 1855, the company has over 5000 employees and is one of the largest processors and distributors of metal products in North America. In addition to the Board, I am a member of all Standing Committees and Chair of the Human Resources and Compensation Committee.**

**4. London Hunt and Country Club (2021)**

**In London, I have been a member of the following Boards :**

1. St. Joseph's Health Care Foundation (2000-2007), Chair of the Board (2005-2007)
2. Brain Tumour Foundation of Canada
3. London Economic Development Corporation

In Ontario, I sat on the Board of WSIB (Workplace Safety and Insurance Board) (2004-2012) and chaired both the Audit and Finance Committee and Investment Committee.

In Washington, D.C., I participated on the following Boards :

1. Human Resources Policy Association (2015-2018)
2. Health Transformation Alliance (2017-2018)

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 1500 characters): **Recipient of the London YMCA Woman of Excellence Award (2009) and Global Women's Envoy Woman of Excellence Award, National Association for Female Executives (New York) (2016)**

**I was very proud to participate in a number of awards presented to 3M as HR leader including the 2017 Catalyst Award (U.S.) which honours companies for their proven approach to expand opportunities for women and business; Best Companies for Leaders; and one of the 25 World's Best MultiNational Workplaces.**

Attach resume or other document here, if needed: **M.McGrath Resume May 2022.pdf**

Attach more files here, if needed:

## Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Contact from Western University Board of Governors**

Submitted on: **5/4/2022 2:54:42 PM**

## MARLENE M. MCGRATH

### EMPLOYMENT HISTORY

- Apr 2012 – Jun 2018      **3M Company; St. Paul, Minnesota, U.S.A.**  
Senior Vice President, Human Resources
- Human resources leadership of global organization of 91,000 employees, with a team of approximately 1,000 FTEs worldwide
  - Responsibilities include human capital planning, succession planning, talent acquisition, talent and leadership development, compensation and benefits, employee relations, diversity and inclusion, HR technology, systems and processes
  - Staff responsibility for Compensation Committee matters of 3M Board of Directors
  - Staff member of Nominating Committee of 3M Board of Directors
  - Interim General Counsel prior to recruiting current General Counsel from external market
- Sep 2006 – Apr 2012      **3M Company; St. Paul, Minnesota, U.S.A.**  
Vice President, Human Resources, International Operations
- Human resources responsibility for all subsidiaries of 3M outside United States
  - Implemented numerous programs globally including employee engagement, diversity, HR service delivery model, leadership development, talent acquisition, productivity and service metrics
- Mar 1994 – Sep 2006      **3M Canada Company; London, Ontario, Canada**
- Executive Director, Corporate Services and General Counsel
    - Responsibility for Legal, Human Resources, Environmental, Health and Safety services, Public Relations, Corporate Marketing department
    - Secretary, 3M Canada Company Board of Directors
    - Secretary and Director, 3M AiT, Ltd. Board of Directors
  - Business Manager, Specialty Materials, Dyneon and Filtration Products
    - Responsibility for Canadian business team and operations
  - Legal Department
    - Senior Counsel providing legal advice and counsel to line and staff groups and manufacturing operations
- 1986 – 1994      **Ross, Bennett & Lake, Barristers and Solicitors; Cohen Menitzer, Barristers and Solicitors; Harrison, Elwood, Barristers and Solicitors; London, Ontario, Canada**
- Practiced Corporate/Commercial Law, Securities Law and Bankruptcy/Insolvency Law, Estate Planning
  - Responsible for corporate work and records

### EDUCATION

- 1987 - 1988      **The Law Society of Upper Canada**
- 1983 – 1986      **University of Western Ontario, London, Ontario, Canada**
- Bachelor of Laws
  - Graduated with Distinction
- 1981 – 1983      **University of Waterloo, Waterloo, Ontario, Canada**
- Two years of study towards Honours Bachelor of Arts in Chartered Accounting

## MARLENE M. MCGRATH

### ADDITIONAL ACCOMPLISHMENTS

- 2022 **Ivey Advisory Board**
- Director
- 2020 **Samuel, Son & Co., Limited**
- Samuel, Son & Co. is a privately held Canadian multi-national company specializing in metal processing, distribution, and industrial products. Founded in 1855, the company has over 5,000 employees and is one of the largest processors and distributors of metal products in North America.
- Director and Member of all Standing Committees
  - Chair Human Resources and Compensation Committee
- 2019 - Present **Ivey Business School Foundation, Ivey Business School Asia**
- Director
- 2019 – Present **McCormick Care Group, London, ON**
- McCormick Care Group is committed to advancing dementia care through programs and services.
- Director
- 2012 – 2018 **3M Company Awards**
- 3M has placed on the Best Companies for Leaders list compiled by Chief Executive magazine and climbed the ranks of Aon Hewitt’s Top Companies for Leaders and Hay Group’s Best Companies for Leadership lists. 3M won the prestigious 2017 Catalyst Award which honors companies for their proven approach to expand opportunities for women and business. 3M has also received top scores on equality indices and was named one of the 25 World’s Best Multinational Workplaces by Great Place to Work and the number-one preferred employer in the National Society of High School Scholars (NSHSS) 2016 Millennial Career Survey
- 2017 **Health Transformation Alliance Board of Directors; Washington, D.C.**
- Director (2017-2018)
- 2016 **National Association for Female Executives, Women of Excellence, Global Women’s Envoy**
- 2015 **Human Resources Policy Association Board of Directors; Washington, D.C.**
- HRPA is the lead organization representing Chief Human Resource Officers of major employers doing business in the United States and globally
- Director (2015-2018)
- 2009 **London, Ontario YMCA Woman of Excellence**
- 2008 **Institute of Corporate Directors, University of Toronto; Ontario, Canada**
- 2008 Graduate – Class Valedictorian
- 2004 **Workplace Safety and Insurance Board; Toronto, Ontario, Canada**
- WSIB is an independent trust agency that administers compensation and no-fault insurance for Ontario workplaces

- Director (2004-2012)
- Chair – Audit and Finance Committee (two-year term)
- Chair – Investment Committee (two-year term)

2000

**St. Joseph's Health Care Foundation; London, Ontario, Canada**

- Director (2000-2007)
- Chair of Board (2005-2007)

1988

**Canadian Bar Association**

- Member (1988-2018)



June 3, 2022

Barb Westlake-Power, MPA  
Deputy City Clerk  
City Clerk's Office  
City of London

**via email: [bwestlak@london.ca](mailto:bwestlak@london.ca)**

Re: City Appointees to Western University's Board of Governors

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We are pleased to recommend to the Strategies Priorities and Policy Committee (SPPC) of the City of London the appointment of Lori Higgs and Marlene McGrath to Western's Board of Governors for a four-year term beginning July 1, 2022 and ending June 30, 2026.

The experiences and skills of both of these individuals align with the current needs identified by the Board's Senior Policy and Operation's Committee.

Western and the Board of Governors would benefit from Lori's significant corporate experience, broad community connections and collaborations, and her in depth knowledge on financial matters. As a CPA, Lori would provide expertise to guide the Board of Governors in their fiduciary responsibilities. Lori has been a proven asset to the Board as a member of the Audit Committee since 2020.

Marlene also brings with her significant corporate experiences. Western and the Board of Governors welcomes her expertise in the area of business management and strategic human resource practices, especially in the area of diversity, equity, and inclusion. Her understanding of governance practices and desire to act as an ambassador of Western in the areas of public relations and fundraising would be a value-added to the Board of Governors.

Please contact the University Secretary, Amy Bryson, if you require any further information. She can be reached at [abryson4@uwo.ca](mailto:abryson4@uwo.ca) or 519-661-2056.

Sincerely,



Rick Konrad  
Chair, Board of Governors  
Western University



Keith Gibbons  
Vice-Chair, Board of Governors  
Western University



**LONDON & MIDDLESEX**  
COMMUNITY HOUSING

City Clerk's Office  
Chair and Members of the  
Strategic Priorities and Policy Committee  
300 Dufferin Avenue  
London, ON N6A 1V5

May 30, 2022.

Dear Chair and Members of the Strategic Priorities and Policy Committee,

The City of London takes a lead in Board recruitment for London and Middlesex Community Housing (LMCH) and conducts outreach for upcoming Director vacancies. Two LMCH Community Director appointments expire in June 2022 and the City conducted outreach for interested community members to apply.

LMCH received these applications, appointed a sub-committee of the Board, and assessed the eleven applicants against the expertise of Directors whose terms are expiring (Financial Management and Legal Expertise) and the broader criteria set by the City.

- (i) Social Housing,
- (ii) Community Development,
- (iii) Business and Financial Management,
- (iv) Corporate governance responsibilities,
- (v) Organizational development,
- (vi) Labour relations,
- (vii) Legal and/or legal aid experience,
- (viii) Landlord and tenant and social services matters.

After this review the sub-committee recommended that the application process be reopened to allow for additional outreach for applicants that met the identified criteria. The Board of Directors of LMCH passed a motion on May 19, 2022 that requested that the City of London permit LMCH to reopen a focused recruitment effort for the two Community Directors.

Through this letter the LMCH is requesting that the Strategic Priorities and Policy Committee reopen the application process to support the focused outreach to members of the community with backgrounds in the identified criteria as set out by the shareholder.

Sincerely,



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Paul Chisholm, Chief Executive Officer  
CC: LMCH Board of Directors  
Dave Purdy, Manager, Housing Services