

Agenda Including Addeds

Strategic Priorities and Policy Committee

10th Meeting of the Strategic Priorities and Policy Committee

June 22, 2022, 4:00 PM

Council Chambers

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Members

Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, M. Hamou, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, J. Fyfe-Millar, S. Hillier

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6.1. Land Acquisition/Disposition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

A matter pertaining to the proposed acquisition or disposition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

7. Adjournment

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: 2021 Performance Report and May 2022 Semi-Annual Progress Report
Date: June 22, 2022

Recommendation

That, on the recommendation of the City Manager, the report including the attached 2021 Performance Report, May 2022 Semi-Annual Progress Report **BE RECEIVED** for information.

Executive Summary

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. This report includes the 2021 Performance Report which answers the questions 'Did we do what we set out to do?' and the May 2022 Semi-Annual Progress Report which tracks progress and monitors the implementation of Council's Strategic Plan.

Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Leading in Public Service.' This includes the Expected Result 'The City of London is trusted, open, and accountable in service of our community' and the Strategy 'Improve public accountability and transparency in decision making.'

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2022.

2.0 Discussion and Considerations

2.1 Background

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

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

2.2 Development of the 2019-2023 Strategic Plan

The framework for the 2019-2023 Strategic Plan included the development of Outcomes (identify the intended change in the lives of individuals, families, organization, or

community to be accomplished through the implementation of the strategic plan), Expected Results (identify the required change to achieve the associated outcome) and Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome) to be achieved for each strategic area of focus.

One of the key principles guiding the development of the 2019-2023 Strategic Plan was to ensure that measurement of the Plan was considered at the beginning of the process. As a result, Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process or behaviour) and Targets (annual unit of measure of performance, process, or behaviour) were developed as means to measure and monitor achievement of the Strategic Plan, as well as the pace of implementation.

During the development of the Strategic Plan it was noted that the pace of implementation would be finalized through the Multi-Year Budget process and that metrics and/or targets would be adjusted accordingly based on the Budget.

Following the approval of the Multi-Year Budget, Civic Administration worked to review and revise both metrics and targets as required to ensure alignment with the decisions of the 2020-2023 Multi-Year Budget.

2.3 Strategic Plan Reporting Cycle

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

1. **Semi-Annual Progress Report:** The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan.
2. **Variance Report:** Variance reports are completed for any actions identified as 'caution' or 'below plan' in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.
3. **Report to the Community:** Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council's Strategic Plan.
4. **Annual Performance Report:** The Annual Performance Report answers the question, "Did we do what we set out to do?" It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result and outcome in the Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.
5. **Impact Assessment:** The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" Completed every quadrennial, it analyzes the performance data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

2.4 2021 Performance Report

The purpose of the Annual Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report tracks performance on an annual basis and builds on the outcomes, expected results, and strategies of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy and adding data tracking and analysis columns to capture both quantitative and qualitative information. It also serves as the foundation for the Impact Assessment, which will measure the impact of the strategies included in the Strategic Plan over the life of the Plan.

The 2021 Performance Report, attached as Appendix A, is organized by Strategic Area of Focus and contains both quantitative and qualitative information. The quantitative component tracks both actuals and targets for each metric from the 2021 year, as well as the difference between those actuals and targets as a number and percentage. The metrics and targets included in the Report are reflective of decisions made through the Multi-Year Budget process. The qualitative component includes information about successes, challenges, solutions to be implemented, and data limitations. These elements support a more in-depth analysis of the quantitative results.

The 2021 Performance Report captures the following data points for each metric:

- Actuals from 2021
- Targets for 2021
- The difference between the 2021 actuals and targets as a number and percent
- Success stories from 2021 as applicable
- Challenges experienced in 2021 as applicable
- Solutions to be implemented to address the challenges experienced as applicable
- Data limitations experienced as applicable

While in many cases performance met or exceeded the targets established for 2021, there are also instances where actuals were below target. This was largely driven by the continued impacts of the pandemic which resulted in delays or cancellations in planned engagement and programming, facility closures, gathering restrictions, reduced attendance, the deferral of planned investments, and ongoing resource pressures and shifting priorities to meet community needs. In some cases, the pandemic also impacted the availability of data.

There remain instances where metrics have not yet been established for some strategies. In many cases, particularly within the Creating a Safe London for Women and Girls strategic area of focus, additional work is required to develop and finalize action plans and associated metrics and targets that will be used to assess performance and impact. This work is ongoing and new metrics will be added as they are available.

2.5 May 2022 Semi-Annual Progress Report

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

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

- **Complete:** action is done
- **On Target:** action is ongoing or completed annually; action is in progress and is on target to be complete by the target end date; action is not yet started but is on target to be complete by the target end date

- **Caution:** action is delayed by one quarter; action has been flagged as possibility of not being completed by the target end date
- **Below Plan:** Action is delayed by two quarters or more
- **Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan.

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

The May 2022 Semi-Annual Progress Report is attached as Appendix B. As of May 2022, 97% of all actions are complete or on target. The percentage of completed actions has increased by 7% since November 2021.

The following table compares the status of performance indicators from the May 2022 reporting period to that of the November 2021 reporting period as both a number and percent.

Status Indicator	November 2021	May 2022
Complete	88 (15%)	128 (22%)
On Target	454 (77%)	443 (75%)
Caution	17 (3%)	13 (3%)
Below Plan	0 (0%)	0 (0%)
Not Defined	24 (4%)	0 (0%)
Not Started	5 (1%)	4 (1%)
Total	588	588

Due to rounding, the sum of the values noted above may add up to 101% instead of 100%.

Since the November 2021 Semi-Annual Progress Report the number of actions with a status of ‘on target’ remains steady at 75% while the number of actions marked ‘complete’ has increased from 15% to 22%. The number of actions marked ‘caution’ (delayed by one quarter or flagged as possibly not meeting the target end date) remains stable at 3%. Factors contributing to those actions marked as ‘caution’ include changes to scope and timelines, and pandemic-related impacts such as gathering restrictions and closures due to provincial orders.

Conclusion

Council’s 2019-2023 Strategic Plan holds a vision of London as “A leader in commerce, culture and innovation – our region’s connection to the World.” The 2021 Performance Report demonstrates that significant work is occurring to advance Council’s vision, mission and strategic areas of focus. It is an important tool that will also serve as the foundation for the Impact Assessment which will measure the impact of the strategies included in the Strategic Plan over the life of the Plan. The May 2022 Semi-Annual Progress Reports demonstrates the progress on the important actions that will move Council’s Strategic Plan forward.

Prepared and Submitted by: Rosanna Wilcox, Director, Strategy and Innovation
Recommended by: Lynne Livingstone, City Manager

Appendix A - 2021 Performance Report

Introduction

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

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

Strategic Plan Reporting Cycle

As part of Council’s commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

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2021 Performance Report

The purpose of the Annual Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report tracks performance on an annual basis and builds on the outcomes, expected results, and strategies of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy and adding data tracking and analysis columns to capture both quantitative and qualitative information. It also serves as the foundation for the Impact Assessment.

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The 2021 Performance Report captures the following data points for each metric:

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- Success stories from 2021 as applicable.
- Challenges experienced in 2021 as applicable.
- Solutions to be implemented to address the challenges experienced as applicable.
- Data limitations experienced as applicable.

Definitions

Outlined below is a list of terms used throughout the report and corresponding definitions.

- **Outcome:** Defines the intended change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the Strategic Plan.
- **Expected Result:** Identifies the conditions or change required to achieve each outcome.
- **Strategy:** Determines the action, method or plan to bring about the future desired state.
- **Metric:** Identifies the aggregate, quantifiable measure(s) that is used to track performance, process or behaviour.
- **Target:** Annual quantifiable measure that is used to track progress toward the metric.
- **Actual:** The documented result from the identified year.
- **Difference:** The difference between the actual result achieved in the identified year and the set target for that same year, shown as a number and percent.
- **Successes:** Achievements experienced during 2021 in relation to the strategies, metrics, actuals and targets.
- **Challenges:** Issues or barriers experienced during 2021 in relation to the strategies, metrics, actuals and targets.

- **Solutions to be implemented:** Approaches being implemented to address the identified challenges experienced in 2021.
- **Data limitations:** Challenges experienced in the collection of data and/or reporting on actuals and targets.
- **TBD:** The unit of measure or the target has not yet been determined.
- **N/A:** The target and/or actual are not available for this reporting period.

Service Areas Acronyms

The 2021 Performance Report references the Service Area responsible for each metric. The acronyms and associated definitions are included below:

- **BIAs:** Business Improvement Areas
- **CMO:** City Manager's Office
- **CGM:** Covent Garden Market
- **E&I:** Environment and Infrastructure
- **ES:** Enterprise Supports
- **FS:** Finance Supports
- **KCCA:** Kettle Creek Conservation Authority
- **LEDC:** London Economic Development Corporation
- **LFD:** London Fire Department
- **LMCH:** London Middlesex Community Housing
- **LPL:** London Public Library
- **LPS:** London Police Service
- **LS:** Legal Services
- **LTC:** London Transit Commission
- **LTVCA:** Lower Thames Valley Conservation Authority
- **MLHU:** Middlesex-London Health Unit
- **NCWS:** Neighbourhood and Community-Wide Services
- **P&ED:** Planning and Economic Development
- **SHD:** Social and Health Development
- **UTRCA:** Upper Thames River Conservation Authority

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Strengthening Our Community

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase affordable and quality housing options.	Establish and revitalize community housing through a Regeneration Plan.	# lives impacted through social housing regeneration (LMCH)	57	125	-68 / -46%
		# new revenue sources through the Regeneration Strategy (LMCH)	3	2	1 / 50%
		# additional units (LMCH)	0	100	-100 / -100%
	Increase supportive and specialized housing options for households experiencing chronic homelessness.	# chronic homeless supported through Housing First (SHD)	80	100	-20 / -20%
		# individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances (SHD)	258	250	8 / 3%
		# of supportive housing units constructed and occupied (P&ED)	72	50	22 / 44%
		# supportive housing units established through partnerships to support for individuals and families experiencing chronic homelessness (SHD)	77	50	27 / 54%
		Strengthen the support for individuals and families in need of affordable housing.	# individuals and families supported through new supplement programs (SHD)	344	200
% of Homeless Prevention and Housing Plan Recommendations implemented (SHD, P&ED)			16% (SHD) 25% (P&ED)	25%	-9 / -36% (SHD) 0 / 0% (P&ED)
% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed (LMCH)			30%	20%	10 / 50%
% of LMHC Service Standards met (LMCH)			38%	90%	-52 / -58%
% of LMHC Tenants satisfied with their homes (LMCH)			N/A	75%	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# of housing units inspected for safety and environmental health (MLHU)	N/A	Actuals	N/A
	Utilize innovative regulations and investment to facilitate affordable housing.	% of Affordable Housing Community Improvement Plan completed (P&ED)	50%	50%	0 / 0%
		% of Affordable Housing Development Toolkit completed (P&ED)	100%	100%	0 / 0%
		% of Inclusionary Zoning Bylaw completed (P&ED)	100%	100%	0 / 0%
		% of available school sites analyzed for affordable housing development opportunities (P&ED)	100%	100%	0 / 0%
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.	Create more purpose-built, sustainable, affordable housing stock in London.	# increase of new affordable rental stock (P&ED)	165	150	15 / 10%
	Implement coordinated access to mental health and addictions services and supports.	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months) (SHD)	278	100	178 / 178%
		# individuals and families that become chronically homeless (SHD)	235	200	35 / 18%
		# programs participating in coordinated access practice (SHD)	47	14	33 / 236%
	Improve emergency shelter diversion and rapid re-housing practices.	# unique chronic residents in shelter (SHD)	454	200	254 / 127%
		% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed (SHD)	45% and 53%	5%	40 / 800% 48 / 960%
Support improved access to mental health and addictions services.	Strengthen and support the mental	% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS) (MLHU)	N/A	100%	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	health and addictions system.	# of clients served through consumption and treatment services (MLHU)	N/A	2,500	N/A
		# of clients accessing consumption and treatment services that are referred to treatment supports (MLHU)	N/A	1,200	N/A
		# formalized partnerships in the Coordinated Informed Response (SHD)	19	15	4 / 27%
		% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response (SHD)	78% (556 of 709)	75%	3 / 4%
		# library locations with mental health services available (LPL)	1	1	0 / 0%
Decrease the number of London residents experiencing poverty.	Continue to support and develop collaborative approaches to end poverty.	\$ invested to support poverty reduction initiatives (SHD)	\$489,864	\$653,160	-163,296 / -25%
		# of London residents experiencing poverty (based on the Low Income Cut-Off-After Tax (LICO-AT) (SHD)	48,865	Actuals	N/A
		# of London residents experiencing poverty (based on the Low Income Measure – LIM) (NCWS, SHD)	82,605	Actuals	N/A
Increase opportunities for individuals and families.	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police) (LPS)	N/A	<1.5	N/A
		% of respondents satisfied with the quality of police services in helping victims of crime (LPS)	N/A	N/A	N/A
	Deliver diversity and inclusion training to all members.	% of members who received community diversity and inclusion training (LPS)	100%	100%	0 / 0%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in circulation to meet demand for collections (LPL)	23.9%	1%	22.9 / 2,290%
		% of Indigenous people residing in local First Nations served (LPL)	10.2%	7%	3.2 / 46%
	Improve access to licensed child care and early years opportunities.	# additional licensed child care spaces created (SHD)	223	88	135 / 153%
		# children in receipt of child care fee subsidy monthly, each year (SHD)	2,544	2,850	306 / -11%
		# EarlyON visits made by parents/caregivers and children (SHD)	14,619	109,602	-94,983 / -87%
	Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	# community organizations supporting collective community agendas (NCWS/SHD)	187	187	0 / 0%
		# community-based plans implemented (NCWS/SHD)	2	2	0 / 0%
		# community-supported initiatives implemented annually (NCWS/SHD)	154	154	0 / 0%
		\$ invested to support collective community agendas (NCWS)	\$1.0M	\$1.1M	-\$0.1M / -9%
		% of seniors population served at library locations (LPL)	25%	32%	-7 / -28%
		# youth served at library locations (LPL)	30,849	20,250	10,599 / 52%
		\$ invested in auditorium expansion (SHD)	\$216,648	\$2M	-\$1.78M / -89%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Increase programming and activities for residents and families at Dearness Home.	# programs and events offered (SHD)	115	115	0 / 0%
Improve the health and well-being of Londoners.	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	# user trips on the Thames Valley Parkway (TVP) (E&I)	1,950,000	1,251,800	698,200 / 56%
		# kilometres of pathways (including TVP multi-use pathways and secondary multi-use paths) (E&I)	182	179	3 / 2%
		# kilometres of trails (dirt, woodchip, and gravel) (E&I, P&ED)	65	64	1 / 2%
		# of connections completed in the Thames Valley Parkway system (E&I)	1	1	0 / 0%
	Create programs and exhibitions to foster health and well-being.	% of program participants reporting increased levels of physical activity (NCWS)	94%	89%	5 / 6%
		% of program participants reporting increased self-esteem (NCWS)	93%	93%	0 / 0%
		# of nature-based recreation programs implemented (NCWS)	13	1	12 / 1200%
		# Onsite and virtual classes, exhibits, and other programs offered at Museum London (Museum London)	65	53	12 / 23%
	Deliver health protection and promotion programs guided by population health surveillance.	# of personal service settings inspected by public health inspectors (MLHU)	N/A	919	N/A
		% of 7- to 17-year-olds in London schools up to date for diphtheria, tetanus, Polio (DTP) Vaccine (MLHU)	N/A	95%	N/A
		% of 7- to 17-year-olds in London schools up to date for measles, mumps, rubella (MMR) vaccine (MLHU)	N/A	95%	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# of food-serving establishments inspected by public health inspectors (MLHU)	N/A	2,730	N/A
		% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act (MLHU)	N/A	100%	N/A
		# of pregnant women/young families supported through public health home visiting programs and group programs (MLHU)	N/A	1,597	N/A

Success stories from 2021

- In support of the Parks and Recreation Master Plan's "Connecting People and Nature" goal, and to align with COVID-19 health and safety recommendations of choosing outdoor program settings, a heightened focus was placed on nature and outdoor programming. These programs were offered at a total of five neighbourhood locations.
- London offered the first municipally-run nature-based camp at Civic Gardens.
- 720 visitors participated in a new outdoor roller-skating opportunity in the summer of 2021 on the Humpty Dumpty skate trail at Storybook Gardens. Roller skate rentals were offered to increase accessibility for visitors looking to try a new activity.
- The Child and Youth Network distributed \$140,960 of Harvest Bucks through emergency food cupboards and community food programs and subsidized 1,454 London Good Food Boxes for families with school-aged children for a total of 4,365 boxes distributed.
- School nutrition program funding was allocated to provide 11,400 breakfast bags and 4,000 basic needs boxes to school-aged children during virtual learning.
- Supported the Community Volunteer Income Tax Program (CVITP) with the completion of 6,100 returns for low-income Londoners.
- Promoted the Participaction Community Better Challenge, 425 participants logged 1.7 million minutes during 151 events and activities and placed in the top 4% of communities in Ontario and participated in the Get Active School Challenge (formerly *inMotion*™) completing a total of 13,446 hours of physical activity over 30 days.
- Supported the launch and promotion of the Atlas London website to connect young people and mentors to appropriate programs and resources across London with 7,500 views by more than 3,100 users.
- Distributed 964 Baby's Book Bags and 360 Aboriginal Book Bundles to London families.
- Familyinfo.ca expanded access to supports for families by offering content in French language, while increasing local French and Indigenous-led service and support listings. 46,195 sessions engaged 29,242 users and 138,240 page views on the site.
- Aided Family Centre operators in transitioning to virtual early years programming through the pandemic. Across all Family Centres, over 1,350 referrals were provided to families about early learning and parenting. 100% of Family Centre Community Connectors felt confident that they were providing a warm and welcoming environment for families and Family Centre partners provided 2,890 virtual programming sessions to 105,000 participants to support early learning and development.

- Hosted the Age Friendly Network Conference virtually in June 2021, with 100 older adults and service providers attending. 85% of respondents said the conference made them more aware of resources in the community. 76% of people responding to a survey after the conference said it made them feel more socially connected. The Age Friendly Network also provided education and support to 40 caregivers through the free, virtual Caregiving Strategies program.
- Museum London held 21 sold-out, various themed, summer history walking tours of London, with nine more added in September due to popular demand. 11 onsite exhibitions were created and one specifically virtual <http://museumlondon.ca/exhibitions/80ml>; gave away 160 free mini-art kits at the Covent Garden Farmers' Market and at London's Celebrating Communities Festival and provided booth at IndigenART.
- Nshwaasnangong, London's first Indigenous-led Child Care and Family Centre opened in partnership with the Southwest Ontario Aboriginal Health Access Centre, the lead organization providing licensed child care and culturally relevant EarlyON programming rooted in Language and Spirit.
- The City supported 64 early years professionals to take San'yas Ontario Indigenous Cultural Safety Training to increase their knowledge, self-awareness, and skills and to work more safely and effectively with Indigenous peoples.
- The City's Child Care and Early Year's team supported the planning and implementation of Emergency Licensed Child Care for essential workers, which operated in January 2021 (379 children served) and April to June 2021 (756 children served) and provided rapid service, with no waitlist throughout 2021, to eligible families seeking to access Child Care Fee Subsidy to support the cost of their licensed child care spaces.
- The Dearness Home's Essential Caregiver numbers increased to more than 500 people along with a healthy increase in the General Visitor program. These programs provided essential opportunities for residents to connect with family members and friends. Dearness Home residents were also pleased to see the reopening of the Tuck Shop, hosted by Auxiliary Volunteers.
- Helping Dearness Home residents connect with their loved ones and their community continued to be a success. In the winter 2021, the recreation program expanded its toolkit to include a new Virtual Reality System for Seniors (VR). The VR system features over 40 tours, festivals, and attractions from across Canada and residents had the new opportunity to travel outside of Dearness virtually during the pandemic.
- Life Stabilization continued to offer Getting Ahead sessions virtually and 24 participants graduated in 2021.
- London Middlesex Community Housing (LMCH) and the City of London entered into an agreement to participate in the Canada Mortgage and Housing (CMHC) Co-Investment Fund, providing access to up to \$40 million in funding to invest in improvements in energy efficiency and accessibility with \$24.6 million in the form of a repayable loan and up to \$15.5 million as a forgivable loan. The first contract through this Fund was awarded for an Energy Management System that is projected to reduce energy consumption by an average of 24% for the selected sites.
- LMCH awarded the contract for Architectural Design Services for the REIMAGINE Southdale project.
- After completing orientation and team building sessions in early 2021, the first meeting of the Tenant Advisory Council (TAC) was held in April 2021. The TAC represents the voices of LMCH tenants, providing insights, recommendations, and expertise to the Board of Directors and LMCH.

Challenges experienced

- Demand for Child Care Fee Subsidy was lower in 2021 due to broad social and work impacts of the pandemic, as well as two instances of school closures that reduced the need for school age children.
- EarlyON Centres were mandated to close for in-person programming for large portions of 2021 due to the pandemic; while virtual programming continued, this information was not included in provincial reporting.
- Throughout 2021, many licensed child care operators faced significant operational and financial pressures as a result of the pandemic, including worker retention, implementing public health measures, additional cleaning and personal protective equipment protocols, reduced demand for Child Care Fee Subsidy and child care spaces, and increased absenteeism.
- For much of 2021, the pandemic kept Dearness Home recreational programming individualized, however, programs were expanded to small groups late in the year.
- Construction of the Dearness Home auditorium addition was delayed in 2021 due to the COVID-19 pandemic. Construction costs have increased due to the pandemic and global supply chain disruptions causing material cost increases.
- The Circles program was intended to include significant personal interactions like sharing a meal together, however, COVID-19 limited these opportunities.
- Due to decreased ridership there was lower participation in the municipally funded Low Income Transit program.
- COVID-19 safety requirements and restrictions continued to impact LMCH operations. Remote/virtual meetings, enhanced cleaning and additional COVID-19 measures were adopted throughout the year to support safe operations. Closing community rooms, reducing programming for tenants and reduced in-person engagement through the pandemic has contributed to social isolation and a disconnection from community/supports for some of our most vulnerable tenants.
- LMCH relies on the Landlord and Tenant Board (LTB) as a mechanism to address tenant behaviour that is impacting our communities. Delays at the LTB in the scheduling of hearings and the receipt of orders is having a negative impact in our communities.

Solutions to be implemented

- Demand for Child Care Fee Subsidy is expected to increase in 2022 as a result of easing of public health measures that have impacted the capacity of licensed child care centres and fewer anticipated disruptions to in-person school age learning and therefore before and after school care.
- The number of EarlyON visits is expected to increase in 2022 as a result of fewer mandated EarlyON centre closures, and the inclusion of virtual service programming data in provincial reporting.
- Additional, one-time funding was allocated to eligible licensed child care agencies to support sector stability and offset increased financial pressures associated with providing child care during the pandemic (e.g. recruitment and retention of workers, vacant spaces/child absenteeism, and cleaning/personal protective equipment costs).
- Additional funding was identified within the Dearness Home Life Cycle Assets Management budget to address the auditorium construction cost increases.
- Where possible, LMCH programs were modified to be delivered either virtually or in safe physically distanced environments. Virtual tools are being used to support all meetings with positive impact in the recruitment processes and timelines, supporting Board and Tenant Advisory Committee meetings and routine meetings.

Data limitations experienced

- The Low Income Measure (LIM) uses household income from census data and is only updated once per census cycle.
- Some Statistics Canada data was unavailable.

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase the number who feel welcomed and included.	Create inclusive engagement opportunities for Londoners.	# of people engaged in the Community Diversity and Inclusion Strategy (CDIS) (CMO)	599	115	484 / 421%
		# of community supported strategies implemented (CMO)	49%	85%	-36 / -42%
		# individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events (CMO)	1,526	2,200	-674 / -31%
		% annual newcomer retention rate (CMO)	89%	70%	19 / 27%
	Strengthen understanding of and ability to engage in practices that promote cultural safety.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	N/A	100%	N/A
		# City of London participants in enterprise-wide Anti-Racism and Anti-Oppression foundational training (CMO)	TBD	TBD	N/A
		# of ABC participants in enterprise-wide Anti-Racism and Anti-Oppression foundational training (CMO)	TBD	TBD	N/A
	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	# residents that voted in Neighbourhood Decision Making (NCWS)	4,750	7,700	-2,950 / -38%
		# of Neighbourhood Decision Making ideas implemented (NCWS)	3	17	-14 / -82%
		# residents who submitted ideas through Neighbourhood Decision Making (NCWS)	216	275	-59 / -21%
		% of London neighbourhood supported through community development (NCWS)	80%	76%	4 / 5%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		% of neighbourhoods that participate in Neighbourhood Decision Making (NCWS)	80%	95%	-15 / -16%
		# active neighbourhood associations (NCWS)	38	35	3 / 9%
		# of activities supported within each neighbourhood (NCWS)	6	6	0 / 0%
		# planning education and engagement events held in neighbourhoods (P&ED)	0	5	-5 / -100%
		# unique venues where planning events have been held (P&ED)	0	8	-8 / -100%
		# Subdivision Ambassador outreach events (P&ED)	0	18	-18 / 100%
	Support neighbourhood festivals, cultural events, and activities across the city.	# neighbourhood activities supported annually (NCWS)	24	170	-146 / 86%
		# of movie nights hosted in neighbourhoods (NCWS)	5	TBD	N/A
		# of movie nights hosted in neighbourhoods for the first time (NCWS)	0	TBD	N/A
		# neighbourhood events supported (NCWS)	7	70	-63 / -90%
		# new neighbourhood tools (NCWS)	2	2	0 / 0%
		\$ invested to support community organizations through London Community Grants Program (NCWS)	\$2,795,543	\$2,795,543	0 / 0%
		\$ invested to support community organizations through Neighbourhood Small Events Fund (NCWS)	\$7,605	\$20,000	-\$12,395 / -62%
		% increase in neighbourhoods supported (NCWS)	0%	2%	-2 / -100%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# permitted events (NCWS)	40	217	-177 / -82%
		# special events requests (NCWS)	79	222	-143 / -64%
		# festivals held by Covent Garden Market (CGM)	4	3	1 / 33%
		# events hosted at Western Fair (Western Fair)	47	213	-166 / -78%
		# tasks implemented from the Music, Entertainment, and Cultural Districts Strategy (P&ED, P&R)	1	1	0 / 0%
	Expand Social Services client feedback and participation in service delivery design in their community.	# service delivery design surveys with Ontario Works clients conducted (SHD)	5	2	3 / 150%
		# client engagement sessions conducted (SHD)	5	1	4 / 400%
	Implement programs and services that respond to neighbourhood recreation needs.	# neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach (NCWS)	2	2	0 / 0%
	Promote and invest in urban agriculture initiatives.	# new urban agricultural initiatives implemented and identified by urban agriculture steering committee and City Planning staff (P&ED)	3	2	1 / 50%
	Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue.	#of meetings promoting positive, proactive and meaningful dialogue (ES)	10	TBD	N/A
		# of shared initiatives (ES)	2	TBD	N/A
		# of joint advocacy submissions (ES)	2	TBD	N/A

Success stories from 2021

- An enterprise-wide approach for Anti-Racism and Anti-Oppression training, which will replace intercultural competency training for both City staff and ABCs, is being developed and will include a component on Indigeneity.
- The Community Diversity and Inclusion Strategy (CDIS) partnered with Immploy to host a webinar series focused on attracting and retaining diverse and immigrant talent. There were 240 participants across all four webinar sessions. All CDIS working groups and the Leadership Table continued to work online throughout 2021 and held regular meetings.
- The City of London and partners celebrated a virtual London Newcomer Day with 125 participants.
- The London & Middlesex Local Immigration Partnership (LMLIP) published and disseminated the results of a study: Discrimination experienced by Immigrants, Visible Minorities, and Indigenous Peoples in London and Middlesex.
- The LMLIP partnered with the Middlesex-London Health Unit to provide a COVID-19 vaccination information session to 114 newcomers, held a housing sector consultation with the Local Immigration Partnership in the Southwest region with 56 participants, and offered Zoom training sessions for 42 immigrant seniors.
- In partnership with CDIS and Anova, the LMLIP hosted a gender-based violence training session for settlement workers, with 52 participants attending.
- Participation rates for children rose in the Lambeth and South London (Old South) planning districts due to new and expanded program offerings. Recreation program offerings at Lambeth Community Centre were expanded to include new sports, dance, and art programs, and these operated at 84% capacity.
- The 2021 version of 'Park It at the Market' was a successful community-focused series of events that celebrated the splendor of Queens Park, local food, and local musicians. The series more than doubled in dates compared to previous years and moved back to Queens Park to celebrate local entertainment on the Anne Eadie Park Stage for its swan song before being demolished later in the Fall. The series began in mid-June as pandemic restrictions were lifted to a point that permitted the safe operation of the event. Operating on Wednesdays and Thursdays, the 'Park It at the Market' featured 12 different food trucks, 36 food and artisan vendors, and took a 'Taste of the Fair' for the final month. The 'Taste of the Fair' weeks opened with a classic car cruise-in that drew over 1,500 attendees and culminated with the first National Day of Truth and Reconciliation on September 30, 2021. In total, the series operated 27 event days and attracted 11,614 guests.
- 17 film permits issued were issued. The City worked with event organizers and the Middlesex-London Health Unit to restart events in August (i.e. Ribfest, runs/walks) and hosted a successful 2021 Lighting of the Lights event with approximately 8,000 Londoners enjoying the celebrations.
- 75 Welcome Kits were requested by neighbours for neighbours.
- Four Community Connectors were hired to support targeted engagement for the Neighbourhood Decision Making Program (NDM). NDM 2021 funded a total of 18 projects across 14 neighbourhoods. Almost one of four winning ideas came from neighbourhoods that had not had winning ideas in previous years.
- Two new tools were created to support neighbours in their community building efforts (Do It Yourself movie nights and micro neighbourhood activity guides). Nine successful neighbourhood-managed ice rinks were operated from January to March 2021.
- The London Community Grants Program 2021 Innovation and Capital stream received 51 applications, 23 from groups applying to the program for the first time. 86.5% of the total budget was allocated to projects that advance anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion, and equity; 5 of the 10 funded recipients had not previously been funded through the program.
- The Kiwanis Park Natural Playground, a successful Neighbourhood Decision Making Idea, received the Urban League's Green Brick award for an outstanding built form project in 2021.
- Significant Ontario Works client commitment and engagement (97 participants) in feedback sessions for Life Stabilization Employment Service Transformation and the Ministry's Social Assistance Recovery and Renewal. Facilitating Ontario Works client feedback sessions enabled local experiences to be incorporated into the Ministry of

Children, Community and Social Services renewal strategies as well as Life Stabilization service delivery planning. A client survey link was added to email signature blocks in October 2021.

- Covent Garden Market increased festivals year over year and built relationships with festival convenors for annual events.

Challenges experienced

- The CDIS membership has decreased significantly since the beginning of the pandemic and as a result a lot of the planned work has either been put on hold or cancelled.
- Lack of community- based equity, diversity, and inclusion (EDI) data continues to be a challenge across multiple projects.
- Many training opportunities offered to City employees were delayed or put on hold due to COVID-19 restrictions.
- Recreation and Sport did not have access to regular 3rd party indoor community program locations (Family Centres, schools, churches, libraries, etc.) due to COVID-19, and therefore the volume of programs offered was much lower than pre-pandemic levels. Programs operating in parks were frequently pre-empted by inclement weather.
- COVID-19 regulations and capacity limits paused the hosting of special events, limited the number of movie nights, and reduced opportunities for in-person neighbourhood activities.
- The Neighbourhood Decision Making program did not occur in 2020 due to COVID-19 restrictions. From the 2019 Neighbourhood Decision Making program's winning ideas, 3 were implemented in 2021, and 16 were implemented in 2020.
- Due to public health restrictions, in-person planning and engagement events were not viable in 2021.
- Reduced ability to hold in-person Life Stabilization client engagement sessions and in-person data collection due to COVID-19 restrictions; strategy adjusted to include virtual and telephonic sessions.
- Digital devices to gather Ontario Works client feedback were paused due to COVID-19 restrictions.

Solutions to be implemented

- Program changes and contingencies were implemented in response to COVID-19 challenges in administering Neighbourhood Decision Making and all NeighbourGood programs and services. Contingencies included phone-in voting, virtual resident meetings, development of virtual welcome kit/resources, and a new pathway of communication through community garden ambassadors. As well, although the community-led outdoor movie night program could not operate as usual, the City successfully hosted five outdoor movie nights with enhanced safety regulations and capacity limits. This allowed residents throughout London to experience a limited number of outdoor movie nights in a safe environment.
- Life Stabilization will increase the number of client engagement sessions in 2022 through a variety of methods and digital devices, including reincorporating client feedback via surveys in Life Stabilization reception areas in 2022.

Data limitations experienced

- 110,492 annual net retention rate of newcomers to London was 89% of total gross annual flow. Note: latest available source data is from 2019.
- Film permits are not included in special events permits.

Outcome: Londoner’s have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city.

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Continue to Invest in culture.	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London’s Strategic Plan.	# Museum visitors (Museum London)	110,492	95,744	14,748 / 15%
		# classes, exhibits, and other programs offered at the Museum (Museum London)	78	33	45 / 136%
		# experiential tourism opportunities available to Museum visitors (Museum London)	30	28	2 / 7%
		# visitor surveys/focus groups (Museum London)	10	426	-416 / -98%
	Engage Londoners in culture to increase community vibrancy and awareness.	# arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP) (NCWS)	62	60	2 / 3%
		# heritage organizations and historian funded through the Community Heritage Investment Program (CHIP) (NCWS)	9	10	-1 / -10%
	Invest in Dundas Place.	# events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA, etc.) (P&ED)	235	6	229 / 38,166%
		# non-profit, charity, and private events (P&ED)	17	16	1 / 6%
	Maintain the heritage resources of Eldon House to foster an appreciation of London’s community and cultural heritage.	# artifacts professionally conserved (Eldon House)	4	3	1 / 33%
		# key security risks mitigated year over year (Eldon House)	3	2	1 / 50%
		% of permanent display artifacts digitized (Eldon House)	5%	20%	-15 / -75%
		# public programs/special events hosted (Eldon House)	30	25	5 / 20%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# new, returning, and online visitors (Eldon House)	15,377	23,000	-7,623 / -33%
		% increase in outreach programs (Eldon House)	4%	5%	-1 / -20%
		# corporate and community partners (Eldon House)	8	5	3 / 60%
		# staff hours conducting audience research (Eldon House)	53	100	-47 / -47%
		% increase in volunteer participation (Eldon House)	3%	2%	1 / 50%
	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	# individuals receiving Play Your Way financial assistance (NCWS)	3,226	12,500	-9,274 / -74%
		# opportunities for free drop-in recreation programs (NCWS)	1,723	2,065	-342 / -17%
		# of neighbourhood program sites with a new service (NCWS)	15	2	13 / 650%
		% of subsidized community garden plots (NCWS)	38%	43%	-5 / -12%
		% accessible community garden plots (NCWS)	21%	21%	0 / 0%
		# new play structures with enhanced safety surfaces (E&I)	1	1	0 / 0%
		# multilingual tours offered at Museum London (Museum London)	0	31	-31 / -100%
	Increase the number of recreation, sport, and leisure opportunities.	# visits to City operated community centres (NCWS)	272,537	2,720,000	-2,447,463 / -90%
		# City owned recreation facilities and major park amenities (NCWS, E&I)	510	502	8 / 2%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# registered participants in recreation programs (NCWS)	17,807	73,500	-55,693 / -76%
		# seniors satellite locations (NCWS)	4	9	-5 / -56%
		# increase in the number of community garden plots (NCWS)	0%	0%	0 / 0%
		# of volunteers involved in sport (NCWS)	TBD	TBD	N/A
		# registered sport participants (NCWS)	19,000	35,250	-13,250 / -41%
	Work with community partners to create a leading sustainable sport development model.	# hours accessed through third party agreements (NCWS)	0	3,500	-3,500 / -100%
		# formal agreements with local sport associations (NCWS)	10	9	1 / 11%
Increase resident use of community gathering spaces.	Invest in community building projects.	# new seating areas introduced to existing parks (E&I)	2	1	1 / 100%
		# small-scale projects and activations implemented in core neighbourhoods (E&I)	3	3	0 / 0%
		# tree trunks in Hamilton Road Tree Trunk Tour (BIAs)	26	33	-7 / -21%
		% of available school sites analyzed for parkland opportunities (P&ED, E&I)	100%	100%	0 / 0%
		# community gardens (NCWS)	18	17	1 / 6%
		# neighbourhood community facilities (NCWS)	18	18	0 / 0%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Provided public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.	% of targeted Wi-Fi implementations completed (NCWS)	40%	40%	0 / 0%
Increase neighbourhood safety.	Develop and implement a Community Safety and Well-Being Plan.	# of active Neighbourhood Watches in London (NCWS)	461	Actuals	N/A
	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	# enhanced awareness and education programs (ES)	5	1	4 / 400%
		# participants in programs (ES)	50	2,000	-1,950 / -98%
	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	# inspections and inspection activities completed (LFD)	1,873	9,140	-7,267 / -80%
		# public education activities completed (LFD)	247	809	-562 / -69%
		# targeted populations reached through public education activities (LFD)	3	5	-2 / -40%
	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Injury Collisions per 1,000 total Collisions (LPS)	154.5	<149.3	-5.2 / -3%
		Fatal Collisions per 1,000 Total Collisions (LPS)	1.7	<0.9	-0.8 / -89%
	Reduce crime through increased visibility of	Crime Severity Index (LPS)	N/A	<88.2	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Violent crime severity index (LPS)	N/A	<74.0	N/A
	Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	Victimization Rate by population and violent crime (LPS)	N/A	<787.7	N/A
		Violent Revictimization Rate by population and crime type (LPS)	N/A	<8.33	N/A
	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	# of incidents (LFD)	11,165	Actuals	N/A
		# of structural fires and explosions (LFD)	425	Actuals	N/A
		Other metrics to be determined through the development of the Fire Master Plan (LFD)	TBD	TBD	N/A
	Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans (MLHU)	N/A	40	N/A
		# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design (MLHU)	N/A	8 to 10	N/A

Success stories from 2021
<ul style="list-style-type: none"> Seven London firefighters received the Ontario Medal for Firefighter Bravery as they worked together through very hazardous conditions to successfully rescue three individuals trapped in a basement fire, saving their lives.

- London Fire successfully moved public education to a virtual platform, had over 500 Fire Prevention/Life Safety social media posts and was part of the collaborative effort with various stakeholders to support the implementation of the Parkwood and Fanshawe winter response shelter sites.
- The City of London's Community Arts Investment Program (CAIP), administered by the London Art's Council through a Service Agreement, funded 62 successful applications in 2021.
- The City of London's Community Heritage Investment Program (CHIP), administered by the London Heritage Council through a Service Agreement, funded 9 museums/heritage organization applications in 2021.
- Neighbourhood program sites introduced summer sport and fitness programs at Oakridge Arena for a variety of ages, and free neighbourhood playground programs at 11 outdoor locations. Some of these new locations were a result of displacement from schools due to COVID-19 restrictions.
- The new East Lions Community Centre opened December 2021 and hosted over 70 free "Try It" programs.
- Free recreation program opportunities in 2021 included over 800 programs for seniors that were conducted in-person, over the phone, and virtually.
- In 2021 Eldon House was able to expand its digital reach into areas unexplored prior to the pandemic; virtual tours, education outreach, online exhibits and digital engagements were launched, and social media platforms expanded. Eldon House strove to be accessible to the community throughout 2021, reopening to the public when it was deemed safe to do so and creatively using the museum grounds and outdoor spaces to safely engage with the community. In order to seek feedback from the community, Eldon House expanded its survey procedures, capturing data from program participants, visitors and potential visitors.
- The London Community Gardens Program completed the following projects: six new community bulletin boards and sharing boxes were installed within six gardens, two new paved accessible pathways were established at Thames and Carling Heights gardens, two new accessible plots with raised planters were installed at Meadowlily Garden, and assistive gardening tools were purchased to lend to gardeners who would benefit.
- The Community Safety and Well-Being Plan was completed in 2021, endorsed by City Council and submitted Plan to Province.
- Multi-lingual virtual tours for school age and up audiences of Museum London collections were created in 2021 called 'Discover London Art.' It was a series of three art videos with subtitles in Arabic, Spanish, French, and English including one video about local women artists.
- Experiential Tourism was launched by Museum London and there were 21 sold out, various themed, summer history walking tours of London and due to popular demand, nine more were added in September 2021. Walking tours partnered with Covent Garden Farmer's Market, Downtown London Tourism, Dundas Place, London Brewing Co-op, and Refined Fool Brewing Company.
- Three poetry text projections by BIPOC writers were projected through the Museum's large west window during the year.
- Public health regulations increased the demand for live, in-person, outdoor events that allowed for proper physical distancing. Dundas Place and the external partners were able to provide these opportunities in abundance.
- There were five Client Experience engagement sessions conducted for Ontario Works clients from five distinct groups: General, Circles, Across Languages, Centre of Hope and LUSO.
- Worked with the generous donation from Hully Gully and the Collins Family to develop and implement an exciting new accessible play structure in SouthWest Optimist Park.
- London Police Service's loud vehicle/muffler project was held from April 21 to May 2, and again from June 7-13, 2021. 135 no muffler, improper muffler, noise by-law and emissions equipment charges and issued 407 provincial citations in total. Media was also engaged during this project.
- The 3 Day Commercial Motor Vehicle Course was hosted by the West Region Ontario Provincial Police and assisted by London Police Service. Enforcement was conducted within the City of London on day three of the course, resulting in 70 vehicles inspected, 60 charges, 12 warnings, and 12 Out of Service vehicles (17%). Four licence plates were seized.

Challenges experienced

- During 2021 both school boards did not permit school tours and Museum London was closed twice for varying durations due to provincial restrictions so no onsite multi-lingual tours occurred. Visitor surveys and focus groups were also impacted for the same reasons.
- Due to COVID-19 restrictions, several businesses and institutions (including schools) were closed or had limited access, impacting the ability of the London Fire Department to complete inspections and public education activities. Restrictions also limited the number of annual home inspections.
- Building and amenity closures impacted registered participants in both programs and sport and limited those accessing Play Your Way financial assistance.
- Due to public health restrictions, additions to the Hamilton Road BIA Tree Trunk Tour were deferred to a future year where it can be encouraged to hold events and gatherings.
- Impaired driving with respect to drugs continues to increase. Data illustrates that opioid, fentanyl and methamphetamine use is influencing this trend (132 of the 185 evaluations performed in 2021 are related to the use/misuse of these substances).
- The Impaired Countermeasures Co-ordinator within the LPS Traffic Management Unit has been temporarily placed on hold as a result of call volume experienced on the front lines.
- The Sexual Assault Committee met virtually in 2021 on several occasions. There was discussion between the group and the LPS Liaison about how to review cases moving forward. It was determined that reviewing cases virtually was a time consuming and ineffective method. One case was reviewed in 2021.

Solutions to be implemented

- The London Fire Department is working with the Building Division and Municipal Law Enforcement to complete as many Rental License reviews as possible.
- Eldon House will continue to expand virtual engagements, drawing on the lessons and capabilities gained through the pandemic, and also continue to utilize the museum grounds and gardens to host outdoor events and programming to increase capacity limits that have been curtailed in our interior spaces.
- An in-person meeting of the Sexual Assault Committee has been scheduled for April 2022 to resume the Committee's work. Subject to any significant changes related to the pandemic there will be regular in-person meetings scheduled during the year.
- The Impaired Countermeasures Co-ordinator role within the LPS Traffic Management Unit is anticipated to be filled in 2022. Speed cameras that are being implemented by the City should also help enforce/prevent speeding.

Data limitations experienced

- Due to the COVID-19 pandemic, third-party Recreation and Sport partners did not permit the use of their facilities to the community.
- The tracking of volunteers in the sport community was not possible due to COVID-19.
- Due to the pandemic, Eldon House had limitations in collecting audience data due in part to hesitancy of visitors to physically engage with guest book/surveys as well as not being able to accurately capture the number of visitors who utilized the grounds during periods of closure.
- In some cases Statistics Canada data was not available.
- London Police Service was not able to report revictimization data at this time while we are transitioning to improved data analysis/reporting capabilities.

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Ensure that new development fits within and enhances its surrounding community.	Prepare and implement urban design guidelines.	# development applications with urban design review (P&ED)	188	179	9 / 5%
		# design guidelines prepared for specific topics or areas (P&ED)	2	1	1 / 100%
Continue to conserve London's heritage properties and archaeological resources.	Conserve London's heritage through regulation and investment.	% of heritage conservation district strategy (Heritage Places) completed (P&ED)	100%	100%	0 / 0%
		% of the municipally owned Heritage Buildings Conservation Master Plan updated (P&ED)	50%	100%	50 / 50%
		# Heritage Alteration Permits processes (P&ED)	86	80	6 / 7%
		# heritage conservation districts in place (P&ED)	7	8	-1 / -13%
		# heritage properties listed on the municipal register (P&ED)	2,223	2,500	-277 / -11%
		# heritage properties protected through designation (P&ED)	376	374	2 / 1%
		# archaeological assessments completed and added to mapping (P&ED)	29	10	19 / 190%
Increase the number of community gathering spaces in neighbourhoods.	Invest in community building projects.	% of available surplus school sites analyzed for parkland opportunities (P&ED)	100%	100%	0 / 0%
		# community gardens (NCWS)	18	17	1 / 6%
		# neighbourhood and district community centres (NCWS, E&I)	18	18	0 / 0%

Success stories from 2021

- 188 development applications were evaluated from an urban design perspective including 123 Site Plans, 51 Official Plan Amendments or Zoning Bylaw Amendments, and 14 Subdivisions.
- Masonville Secondary Plan was adopted in 2021 including a heavy focus on area-specific urban design policies and guidelines that were embedded into the Plan.
- Streetscape Design Standards were developed for Downtown and Richmond Row and incorporated into the Design Specifications and Requirements Manual.
- Major lifecycle work at Grosvenor Lodge was completed on time and at budget, despite challenges of pandemic supply shortages.
- Approximately 80% of Heritage Alteration Permits were processed under the Delegated Authority By-law, providing a faster approvals process for alterations compliant with applicable policies and guidelines.
- No new area studies were completed in 2021 that identified potential cultural heritage resources to add to the Register. 44 properties were evaluated and removed from the Register in 2021.
- 335 properties are designated pursuant to Part IV of the *Ontario Heritage Act* including two new properties designated in 2021: 75 Langarth Street East and 3303 Westdel Bourne.
- Recreation and Sport opened all facilities to provide opportunities for Londoners under COVID-19 regulations when permitted to do so.

Challenges experienced

- Draft Conservation Master Plans were received in 2021 for municipally-owned heritage buildings, however, final Plans will not be completed until 2022, due to pandemic-related inspection delays.
- In 2018, a Cultural Heritage Screening Report was prepared for Rapid Transit and many properties were added to the Municipal Register.
- Due to pandemic limitations, staff have not pursued further Heritage Conservation District Plans which are reliant on a comprehensive engagement program to develop.
- COVID-19 did not allow for recreation and sport programs to be offered in schools.
- COVID-19 delayed community engagement and execution on many Recreation and Sport capital projects.

Solutions to be implemented

- As the Rapid Transit design continues and these properties are evaluated, the properties are removed from the Register if they do not meet the criteria for designation.
- As the COVID-19 restrictions ease, staff will renew comprehensive engagement programs to provide the necessary community consultation to update Heritage Conservation District Plans.
- Draft Conservation Master Plans were finalized in early 2022, bringing the measurement to target.

Data limitations experienced

- Not applicable.

Building a Sustainable City

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

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
Maintain or increase current levels of service.	Continue to develop the City’s Public Art/Monument program.	# existing public art and monuments maintained and restored (NCWS)	1	2	-1 / -100%
		# public art and monuments created to reflect London’s identity (NCWS)	2	0	2 / 200%
	Develop and document current levels of service and identity proposed level of services.	# of asset types with developed/documented current levels of service (FS)	17	17	0 / 0%
		# of asset types with identified proposed levels of service (FS)	0	0	0 / 0%
	Regenerate and revitalize LMCH/Community Housing sites.	# of LMCH units renovated/retrofitted (LMCH)	0	0	0 / 0%
Build infrastructure to support future development and protect the environment.	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	% completion of the Environmental Assessment (E&I)	95%	60%	35 / 58%
		# Environmental Assessment approval received (E&I)	0	0	0 / 0%
		% completion of Waste Disposal Strategy (E&I)	80%	80%	0 / 0%
		# Environmental Compliance Approvals received (E&I)	0	0	0 / 0%
	Work with multi-sectors to finalize the Climate Change/Severe	% completion of Adaptation Strategy for built infrastructure (E&I)	70%	70%	0 / 0%
		% completion of actions assigned to the City between 2020 and 2023 (E&I)	25%	25%	0 / 0%

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
	Weather Adaptation Strategy for London's built infrastructure.	% completion of actions assigned to Conservation Authorities between 2020 and 2023 (UTRCA)	TBD	TBD	N/A
		% completion of actions assigned to Conservation Authorities between 2020 and 2023 (LTVCA)			
		% completion of actions assigned to Conservation Authorities between 2020 and 2023 (KCCA)			
	Renew, expand, and develop parks and recreation facilities, and conversation areas in appropriate locations to address existing gaps.	# new mid-size multi-use community centres (E&I, NCWS)	1	0	1 / 100%
		# new parks developed (E&I)	15	10	5 / 50%
		# of expanded and renewed facilities at conservation areas (UTRCA)	2	2	0 / 0%
		# of expanded and renewed facilities at conservation areas (LTVCA)	1	1	0 / 0%
		# of expanded and renewed facilities at conservation areas (KCCA)	1	1	0 / 0%
	Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	% of stakeholder satisfaction with the annual Growth Management Implementation Strategy Update process (P&ED)	0	Actuals	N/A
	Prioritize investment in assets to implement the	Ratio of budget to replacement value of asset by functional area (FS)			
		Water	0.52%	0.50%	0.02% / 3%
		Wastewater – Sanitary	0.45%	0.44%	0.01% / 1%
		Stormwater	0.34%	0.40%	-0.06% / -15%

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
	Asset Management Plan.	Roads and Structures	0.96%	2.57%	-1.60% / -63%
		Traffic	2.64%	4.04%	-1.40% / -35%
		Parking	9.77%	4.07%	5.69% / 140%
		Solid Waste	1.13%	7.80%	-6.67% / -86%
		Recreation	0.91%	4.16%	-3.24% / -78%
		Parks	2.56%	4.27%	-1.71% / -40%
		Urban Forestry	0.45%	1.10%	-0.65% / -60%
		Fire	2.18%	5.64%	-3.47% / -61%
		Long Term Care	0.66%	2.57%	-1.92% / -75%
		Corporate Facilities	1.21%	2.84%	-1.63% / -57%
		Culture Facilities	1.10%	3.14%	-2.04% / -65%
		Fleet	8.02%	10.57%	-2.55% / -24%
		Information Technology	6.18%	8.32%	-2.15% / -26%
		Corporate Security & Emergency Management	12.48%	15.29%	-2.80% / -18%
		Ratio of budget to Corporate Asset Management Plan targets infrastructure investment by functional area (FS)			
		Water	\$31.1M to \$28.0M	\$28.0M to \$28.0M	\$3.10M / 111%
		Wastewater – Sanitary	\$23.2M to \$22.6M	\$22.6M to \$22.6M	\$0.60M / 103%
		Stormwater	\$16.0M to \$17.0M	\$17.0M to \$17.0M	-\$1.00M / 94%
		Roads & Structures	\$32.4M to \$56.9M	\$56.9M to \$56.9M	-\$24.50M / 57%
		Traffic	\$7.2M to \$10.2M	\$10.2M to \$10.2M	\$3.00M / 71%
		Parking	\$0.51M to \$0.07M	\$.07M to \$.07M	\$0.44M / 729%

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
		Solid Waste	\$1.2M to \$3.8M	\$3.8M to \$3.8M	-\$2.60M /32%
		Recreation	\$3.8M to \$21.5M	\$21.5M to \$21.5M	-\$17.70M / 18%
		Parks	\$5.1M to \$6.4M	\$6.4M to \$6.4M	-\$1.30M / 80%
		Urban Forestry	\$2.2M to \$4.4M	\$4.4M to \$4.4M	-\$2.20M / 50%
		Fire	\$3.0M to \$4.0M	\$4.0M to \$4.0M	-\$1.00M / 75%
		Long Term Care	\$0.5M to \$1.9M	\$1.9M to \$1.9M	-\$1.40M / 26%
		Corporate Facilities	\$3.2M to \$10.8M	\$10.8M to \$10.8M	-\$7.60M / 30%
		Culture Facilities	\$1.0M to \$2.6M	\$2.6M to \$2.6M	-\$1.60M / 38%
		Fleet	\$4.6M to \$4.4M	\$4.4M to \$4.4M	\$0.20M / 105%
		Information Technology	\$2.3M to \$1.9M	\$1.9M to \$1.9M	\$0.40M / 121%
		Corporate Security & Emergency Management	\$1.1M to \$2.1M	\$2.1M to \$2.1M	-\$1.00M / 52%
		% completion of library building components (LPL)	2%	10%	-8 / -80%
		# branch libraries revitalized per 10 year cycle (LPL)	0	1	-1 / -100%
		# branch libraries with way finding and signage strategy completed (LPL)	0	5	-5 / -100%
		# library locations with accessibility upgrades (automatic door openers, bathrooms, meeting rooms, etc.) (LPL)	0	6	-6 / -100%
		# library locations per city growth (LPL)	1	1	0 / 0%
		\$ invested to improve Museum London infrastructure (ML)	\$47,107	\$340,000	-292,893 / -86%
		\$ co-invested in master site plan at the Western Fair District (Western Fair)	\$4.77M	TBD	N/A

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
		\$ invested in conservation areas (UTRCA)	\$160,000	\$170,000	-\$10,000 / -6%
		\$ invested in conversation areas (LTVCA)	\$66,000	TBD	N/A
		\$ invested in conservation areas (KCCA)	\$189,779	\$119,686	70,093 / 59%
	Monitor the infrastructure gap to inform the management of City assets.	# Corporate Asset Management Plan reviews/updates published (FS)	1	1	0 / 0%
		\$ of infrastructure gap by functional area (FS)			
		Water	No Gap	\$9,052,791	\$9,052,791 / 100%
		Wastewater – Sanitary	\$2,361,030	\$28,316,741	\$25,955,711 / 92%
		Stormwater	No Gap	No Gap	No Gap
		Roads & Structures	\$135,147,163	\$103,517,209	-\$31,629,954 / -31%
		Traffic	\$3,616,902	\$13,277,889	\$9,660,987 / 73%
		Parking	No Gap	\$1,223,141	\$1,223,141 / 100%
		Solid Waste	No Gap	\$480,124	\$480,124 / 100%
		Recreation	\$56,137,322	\$77,980,654	\$21,843,332 / 28%
		Parks	\$10,604,096	\$21,606,473	\$11,002,377 / 51%
		Urban Forestry	\$2,780,225	\$10,268,099	\$7,487,874 / 73%
		Fire	\$11,806,700	\$14,160,333	\$2,353,633 / 17%
		Long Term Care	\$2,318,423	\$3,296,026	\$977,604 / 30%
		Corporate Facilities	\$21,449,554	\$44,344,886	\$22,895,332 / 52%
		Culture Facilities	\$7,409,247	\$11,238,111	\$3,828,864 / 34%
		Fleet	\$3,012,455	\$5,183,775	\$2,171,320 / 42%

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
		Information Technology	\$1,313,212	\$854,127	-\$459,085 / -54%
		Corporate Security & Emergency Management	No Gap	\$1,932,406	\$1,932,406 / 100%
	Communicate the consequences of the infrastructure gap.	# of communication channels and educational outreach activities (FS)	3	3	0 / 0%

Success stories from 2021

- The Holy Roller Tank Monument preservation project is underway, and the tank was successfully moved out of Victoria Park to Fanshawe College for repairs.
- The Welcoming Hands Public Art was installed at East Lions Community Centre.
- 30 traffic signal wrap artworks were provided to Traffic Engineering for installation on the City's traffic signal cabinets.
- In early December 2021, Council awarded the construction contract for the People and the City monument restoration.
- Maintenance of the Victoria Park Canadian Veterans Memorial Carillon was completed.
- The East Lions Community Centre opened. Completely remodeled and renovated the East Lions Park including pickleball, tennis, basketball, skating, unique seating areas, premier soccer field and pathways to compliment the exciting new Community Centre.
- Developed London's first Provincial quality Competition Cricket Pitch at the new park named North Ridge Fields.
- The final draft of the environmental assessment to expand the W12A Landfill site was submitted to the various government review teams, stakeholder groups and First Nations for a final round of comments. These comments were considered, responded to and where applicable incorporated into the environmental assessment document which at the end of 2021 was being prepared for Council approval in early 2022.
- London participated in the ICLEI Canada Advancing Adaptation program with 20 other Ontario municipalities focusing on adaptation planning and implementation. This program will extend into 2022 with funding support for a small number of adaptation pilot projects.
- The Environmentalist in Residence (EnvIR) program continued with Andrea Boyer (EnvIR designated in 2020) hosting a wide selection of online webinars on local environmental topics designed for a broad audience.
- The City has developed its second annual update of the Corporate Asset Management Plan (CAM Plan) in 2021. The scope of the 2021 CAM Plan update includes all of the core infrastructure as defined by O.Reg 588/17 and some additional services that have a large Infrastructure gap well ahead of the provincial deadlines. This early development of the CAM Plan update has played an important role in informing the annual Budget Update at City of London.
- The metric for 'Ratio of budget to replacement value by functional area' was much better than target for some functional areas (e.g., water, Wastewater – Sanitary and parking), reflecting a targeted investment in those areas to improve the infrastructure gap.

- The strategies adopted through 2020-2023 Multi-Year budget period to mitigate the 2019 projected infrastructure gap have contributed to the reduction of the actual assessed gap in 2021 (i.e., \$ of infrastructure gap by functional area) for the majority of functional areas. Additionally, the current 2021 infrastructure gap was eliminated for key functional areas including Water, Stormwater, Parking, Solid Waste and Corporate Security & Emergency Management. Continuously adopting similar mitigation strategies will contribute to future reduction in the City's infrastructure gap.
- The CAM team completed its Asset Management Maturity Assessment of Agencies, Boards, and Commissions and started the process of working with stakeholders from internal agencies, boards, and commissions to expand the coordination of asset management across the City.
- Kettle Creek Conservation Authority undertook a number of capital projects, investing in conservation areas capital and dam infrastructure. Improvement to the Dalewood Dam included the installation of new steel logs and a manual log lifter increasing the safety of operation. Fencing and bank protection works were also undertaken. All dam improvements were funded 50% through the Water and Erosion Control Infrastructure Program. Improvement in conservation areas included vehicle renewal and bridge repairs.
- The Upper Thames River Conservation Authority made improvements to the Lake Trail at Fanshawe Conservation Area.

Challenges experienced

- Museum London had limited expenditure in 2021 due to capacity limits on work and some reprioritizing of identified capital projects from external consultant.
- The London Public Library experienced substantial supply chain and vendor availability issues in addressing facility needs and were cognizant of potential budget shortfalls and proceeded conservatively.
- The metrics for the strategy to prioritize investment in assets to implement the Asset Management Plan are below target for 2021 and are attributable to competing priorities and taking the community's ability to pay into consideration.
- The direction of the project titled, "Climate Change/ Severe Weather Adaptation Strategy" for London's built infrastructure was adjusted to match Council's Climate Emergency Declaration and work regarding the development of the Climate Emergency Action Plan (CEAP). Project initiation and timelines were adjusted due to ongoing pandemic restrictions and to take advantage of synergies with the CEAP and adaptation tools available through climate change organizations (ICLEI Canada, GCoM, FCM).
- The Environmentalist in Residence program had to again move to an online format and scaled back the number of events and related activities resulting in a smaller participation number than previous years (approximately 80 in total which was comparable to 2020 but not the 400 who participated in 2019).

Solutions to be implemented

- Asset management planning is an ongoing and long-term process that allows the City to make the best possible investment decisions for its infrastructure assets. It includes many processes starting from data collection to decision making. The quality and reliability of the data has been improving noting that better data quality leads to better decision making. Furthermore, an assessment growth business case was approved for \$2.27 million in the 2021 Budget (2021 Assessment Growth Business Case #21), which is expected to provide additional funding for future lifecycle renewal activities.
- Asset management helps with the evaluation of trade-offs between service levels, cost, and risk for the City’s natural and built infrastructures. The coordination between the Corporate Asset Management and Climate Change Planning at City of London will provide an effective and cost-efficient way to implement climate change mitigation and adaptation responses. It makes use of existing processes and helps the City balance investments, working toward the goal of sustainable service delivery.
- Working with multi-sectors to finalize the Climate Change / Severe Weather Adaptation Strategy for London’s built infrastructure, it is now incorporated into the Climate Adaptation work contained in the CEAP. New timelines match the draft CEAP project as identified in Workplan #8 – “Adapting and Making London More Resilient” that was tabled at the February 8, 2022 SPPC meeting.

Data limitations experienced

- There are multiple factors that contribute to Infrastructure Gap calculation metrics. The 2021 actual values were influenced by the changes in the 2021 multi-year capital budget but do not include other factors that influence the Infrastructure Gap development. In instances where the updated information could not be readily obtained, a projection of requirements based on the 2019 Corporate Asset Management Plan were used. Noting that a comprehensive analysis of the Infrastructure Gap is conducted every four years, aligning with the next Corporate Asset Management Plan development scheduled in 2023.

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Improve London’s resiliency to respond to potential future challenges.	Advance sustainability and resiliency strategies.	% of Green City Strategy completed (P&ED)	100%	100%	0 / 0%
		% of Resiliency Strategy completed (P&ED)	0%	0%	0 / 0%
		# of low impact development (LID) projects completed (UTRCA)	N/A	2	N/A
		# of low impact development (LID) projects completed (LTVCA)	0	0	0 / 0%
		# of low impact development (LID) projects completed (KCCA)	0	0	0 / 0%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Direct growth and intensification to strategic locations.	Advance the growth and development policies of the London Plan through enhanced implementation tools and investments in infrastructure.	% of new zoning tool evaluations completed (Phase 1) (P&ED)	100%	100%	0 / 0%
		% of new zoning tool completed (Phase 2) (P&ED)	25%	25%	0 / 0%
		# of London Plan policies in force (P&ED)	97%	95%	2 / 2%
		% of agricultural land preserved (P&ED)	100%	100%	0 / 0%
		% of Urban Growth Boundary review completed (P&ED)	0%	0%	0 / 0%
		% growth that is intensification (within Built Area Boundary) (P&ED)	46.9%	45%	1.9 / 4%
		% intensification within Primary Transit Area (P&ED)	75%	75%	0 / 0%
		% growth within Urban Growth Boundary (P&ED)	100%	100%	0 / 0%
		% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained (P&ED)	100%	100%	0 / 0%
		# additional permit ready lots available (P&ED)	4,456	3,407	1,049 / 31%
		# additional market ready units available (P&ED)	N/A	24,664	N/A
	Prepare detailed plans for strategic locations.	# secondary plans (P&ED)	1	1	0 / 0%
	Revitalize London's downtown and urban areas.	# of dwelling units in Downtown Community Improvement Plan (P&ED)	5,984	4,520	1,464 / 32%
		# of dwelling units in Old East Village Community Improvement Plan (P&ED)	1,298	1,144	154 / 13%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# of dwelling units in SoHo Community Improvement Plan (P&ED)	2,672	2,185	487 / 22%
	Monitor city building outcomes with the London Plan.	% of monitoring program completed (P&ED)	100%	100%	0 / 0%
	Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).	\$ of reserve fund savings available for capital costs for parking facility (P&ED)	\$1,000,000	\$500,000	500,000 / 100%

Success stories from 2021

- Planned contributions to the Parking Facilities Renewal Reserve Fund in support of a downtown parking strategy began in 2020 as approved through the 2020-2023 Multi-Year Budget, funded by increased parking meter infrastructure. The contribution totaled \$250,000 in 2020 and \$750,000 in 2021 and is budgeted to increase to \$875,000 in 2022 and thereafter. Given the significant negative impact that COVID-19 has had on demand for paid parking, the contribution in 2022 and future years will need to be reviewed based on the ongoing recovery of demand for parking. In the event that parking fee revenues do not continue to rebound in 2022 and subsequent years, the planned contribution may need to be revised.
- The Green City Strategy is being implemented as part of the ten Areas of Focus included in Climate Emergency Action Plan (CEAP). Recent actions include the launching of two significant City-led projects, *ReThink Zoning*, which will result in a new zoning by-law to implement the policies of The London Plan, including focusing on inward and upward growth, residential intensification, and the conservation and preservation of our agricultural and natural heritage lands, and the *Mobility Master Plan*, which will shape the future of transportation and mobility in London.
- Many of the principles of the Resiliency Strategy have been incorporated into the CEAP, including Goal #2 (Improved resilience to climate change impacts).
- Approved development projects, including high-rises, townhouses and apartment complexes resulted in exceeded 2021 targets for dwelling units in the Downtown, SoHo, and Old East CIP areas.

Challenges experienced
<ul style="list-style-type: none"> Given the significant negative impact that COVID-19 has had on demand for paid parking, the contribution in 2022 and future years to the Parking Facilities Renewal Reserve Fund will need to be reviewed based on the ongoing recovery of demand for parking. In the event that parking fee revenues do not continue to rebound in 2022 and subsequent years, the planned contribution may need to be revised.
Solutions to be implemented
<ul style="list-style-type: none"> The Green City Strategy is intended to establish targets and actions related to green jobs, green mobility, green development, green infrastructure, green energy and clean air, healthy watersheds, clean water and water conservation, and managing our waste. These have now been incorporated into the Climate Emergency Action Plan (CEAP), which meets the intent of the strategy, and blends actions from numerous Service Areas to implement the strategy. Remaining actions will be addressed over time through updates and additions to existing plans and through the CEAP. Many of the principles of the Resiliency Strategy have been incorporated into the CEAP, including Goal #2 (Improved resilience to climate change impacts). A separate section referred to as the Climate Change Adaptation Plan is being developed and will be completed by the end of 2022.
Data limitations experienced
<ul style="list-style-type: none"> Metrics and remaining actions for Climate Change Adaptation Plan will be developed alongside the Climate Emergency Action Plan as work progresses.

Outcome: London has a strong and healthy environment.

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase waste reduction, diversion and resource recovery.	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	# groups or organizations actively involved in promoting waste diversion (E&I)	5	5	0 / 0%
		# methodologies for measuring: (a) reduction in per capita waste generation; (b) participation in the Green Bin; and, (c) percentage of waste diverted in the industrial, commercial, and institutional (IC&I) sector (E&I)	0	0	0 / 0%
		% of residential waste is diverted from landfill (E&I)	0%	2%	-2 / 100%
		% reduction in per capita waste generation (E&I)	0%	1%	-1 / 100%
		% households participating in the Green Bin Program (E&I)	0%	60%	-60 / 100%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		% of industrial, commercial, and institutional (IC&I) waste diverted from landfill (E&I)	0%	3%	-3 / 100%
Increase community knowledge and action to support the environment.	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	# businesses/institutions that have joined because of City collaboration (E&I)	8	8	0 / 0%
		# of collaborative projects with community groups undertaken (E&I)	6	6	0 / 0%
	Increase community environmental outreach for the built environment through CityGreen.	# CityGreen activities or events hosted (E&I)	12	12	0 / 0%
		# of participants in environmental education provided by Conservation Authorities (UTRCA)	15,000	30,000	-15,000 / -50%
		# of participants in environmental education provided by Conservation Authorities (LTVCA)	40,000	25,000	15,000 / 60%
		# of participants in environmental education provided by Conservation Authorities (KCCA)	2,100	2,100	0 / 0%
Protect and enhance waterways, wetlands, and natural areas.	Implement strategies, policies to conserve natural areas and features.	# conservation master plan/ecological restoration plans completed (P&ED)	1	1	0 / 0%
		# hectares of buckthorn removed (P&ED)	7.5	7.5	0 / 0%
		# hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract (P&ED)	778	765	13 / 2%
		# hectares of invasive species other than buckthorn or phragmites removed (P&ED)	7.5	7.5	0 / 0%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# hectares of phragmites removed (P&ED, E&I)	16.5	0.5	15.5 / 3100%
		# of hectares of wetlands created (UTRCA)	19	12	7 / 58%
		# of hectares of wetlands created (LTVCA)	16.5	15	1.5 / 10%
		# of hectares of wetlands created (KCCA)	6	3	3 / 100%
		# of trees planted (UTRCA)	50,000	50,000	0 / 0%
		# of trees planted (LTVCA)	89,000	80,000	9,000 / 11%
		# of trees planted (KCCA)	48,467	50,000	-1,533 / -3%
		# of hectares of grasslands/meadows created (UTRCA)	13.2	5	8.2 / 164%
		# of hectares of grasslands/meadows created (LTVCA)	32	15	17 / 113%
		# of hectares of grasslands/meadows created (KCCA)	4	2	2 / 100%
		# ecological assessments reviewed (P&ED)	10	10	0 / 0%
		% of Environmental Impact Study monitoring compliance prior to subdivision assumption (P&ED)	0%	TBD	N/A
	Improve water quality in the Thames River.	# Thames River water quality samples taken (E&I)	12,643	5,000	7,643 / 153%
		Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA)	N/A	N/A	N/A
		# homeowner grants provided to reduce basement flooding and treatment plant bypasses (E&I)	77	50	22 / 44%
		# kilometres of combined sewer replacement (E&I)	1.43	1.6	-0.17 / -11%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# litres reduction in raw sewage bypasses to the Thames River during large rainstorms (E&I)	72	150	-78 / -52%
		# litres per day increase in ability to treat sewage during large rainstorms (E&I)	0	17	-17 / -100%
	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	# projects completed from River Management Plan (E&I)	2	5	-3 / -60%
Conserve energy and increase actions to respond to climate change and severe weather.	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy.	% completion of CDM Strategy (2019-2023) (E&I)	100%	100%	0 / 0%
		% completion of CDM Strategy actions (E&I)	40%	25%	15 / 60%
		% completion of the updated Green Fleet Plan (FS)	100%	100%	0 / 0%
		% reduction in corporate energy use on a per person basis compared to 2007 (E&I)	2%	1%	1 / 100%
		% reduction in greenhouse gas generation levels from 2007 levels (E&I)	4%	2%	2 / 100%
	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	% completion of CEAP Strategy (2019-2023) (E&I)	90%	100%	-10 / -10%
		% completion of CEAP actions assigned to the City between 2020 and 2023 (E&I)	25%	15%	10 / 67%
		% completion of actions assigned to Conservation Authorities (UTRCA)	TBD	TBD	N/A
		% completion of actions assigned to Conservation Authorities (LTVCA)	TBD	TBD	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		% completion of actions assigned to Conservation Authorities (KCCA)	TBD	TBD	N/A
		% reduction in energy use on a per person basis compared to 2007 (E&I)	2.5%	2.5%	0 / 0%
		% reduction in greenhouse gas generation levels from 1990 levels (E&I)	4%	2%	2 / 100%
		# stakeholder organizations, groups or businesses actively engaged in CEAP (E&I)	20	3	17 / 566%
		% reduction in greenhouse gas per person from 1990 levels (E&I)	6%	2%	4 / 200%
	Update flood forecast and warning and warning system to address a changing climate.	# of updates completed annually (UTRCA)	1	1	0 / 0%
		# of updates completed annually (LTVCA)	1	1	0 / 0%
		# of updates completed annually (KCCA)	1	1	0 / 0%
	Assess health vulnerability to climate change.	# of days of heat warnings (MLHU)	N/A	Actuals	N/A
		# of days of cold weather alerts (MLHU)	N/A	Actuals	N/A
		# of ticks testing positive for Lyme disease (MLHU)	N/A	Actuals	N/A
		# of Vector Borne Diseases not previously reported in London (MLHU)	N/A	Actuals	N/A

Success stories from 2021
<ul style="list-style-type: none"> Despite restrictions due to COVID-19, the Thames River water quality monitoring program continued and collected more than double the planned number of samples in 2021.

- Applications for the Basement Flooding Grant Program were received, reviewed, and processed throughout the year. 77 basement flooding grant applications were approved as of the end of Q4-2021.
- The renewal of King Street between Richmond Street and Wellington Street as part of the Rapid Transit project included the separation of 360m of combined sewer. Sewer separation also took place on Brydges Street and Talbot Street. It should be noted that the 2021 actual km of sewer separated is lower than the target initially set due to changes in the phasing strategy of Rapid Transit projects, which has an impact on coordinated sewer replacement projects. However, staff are currently considering the potential that the phasing changes may allow for additional sewer separation projects to be brought into this four-year period, which would result in surpassing the initial target.
- Raw sewage overflows were reduced by 72 ML primarily due to the successful use of the wet weather primary treatment strategy and wet weather storage tanks at Greenway Wastewater Treatment Plant during the significant event experienced in September 2021 and a lesser one in October 2021. Overall reductions in raw sewage overflows appear lower, but this is related to the nature of wet weather events in 2021 rather than to any reduction in the ability of City facilities to handle wet weather events.
- A pilot project to divert ceramics from landfill began October 1, 2021. This pilot project is part of the 60% Waste Diversion Action Plan and kept approximately 11 tonnes of ceramics out of London's landfill and recycled into an alternative aggregate product.
- A pilot project in the downtown core on Dundas Place introduced 20 garbage carts for residents/businesses to use to store waste between collections was found to be successful in improving litter containment.
- Development of translated Blue Box Promotion and Education materials into nine languages increased inclusiveness and diversity of the recycling program information. These materials were provided at no charge to community groups and multi-residential property managers.
- New Climate Change educational material in the Waste Reduction & Conservation Calendar to provide Londoners with information on how to become more sustainable and resilient.
- Community Engagement moved to an online format and in 2021, five virtual presentations were delivered to community groups and schools. Engaged with approximately 100 Londoners. Hosted a static display featuring Climate Change and waste diversion information at Reimagine Co for five weekends in November and December. This event had 800 attendees.
- Continued to source new end-markets for difficult-to-recycle plastics that were previously put in the garbage, as part of the London Hefty® EnergyBag® pilot project.
- Installed 20 new public Electric Vehicle (EV) chargers in a partnership with ChargerCrew at various community centers across the City and secured \$100,000 in federal funding for 20 new Fleet EV charging stations.
- Organic Rankine Cycle (ORC) at Greenway wastewater treatment plant in operation since fall 2021 which is expected to offset a quarter of electricity (600 kW) use at Greenway plant.
- Water Operations received \$12,000 in incentives for participating in Ontario Demand Response program. Reduced electricity consumption at the Arva Pumping Station and Southeast Reservoir and Pumping Station during peak hours.
- Developed and deployed anti-idling decals and communication/education for Fleet vehicles.
- Developed in-house Net-Zero pathway analysis for Corporate energy use.
- New on-line public engagement tools were deployed, including eDemocracy's climate action plan simulator.
- London was successful in our application to join 20 other Ontario municipalities in ICLEI Canada's program titled "Advancing Adaptation" which assists municipalities with progressing in their adaptation planning, implementation and monitoring. This collaboration also provides a small funding envelope for community adaptation pilot projects.
- Green Economy London, launched in May 2019, has now grown from 14 business and institutional members to 44 members, an increase of 7 from 2020.

- Climate Lens Screening process, including training, has been deployed in almost all service areas enterprise-wide. The process was used to review Transportation Planning and Solid Waste Management projects in 2021.
- Community engagement on CEAP concluded in early fall 2021. Overall, 2,700 submissions and forms were received. Over 7,000 attendees or online views of City/Library/London Environmental Network events and 19,000 views/impressions on online materials occurred (note: these are not individuals as some people attended or viewed more than one item).
- KCCA partnered with neighbouring Conservation Authorities to host a Western Lake Erie Student Summit for 14 high school classes from across the Western Lake Erie basin. The Summit helped students develop personal connections with Lake Erie and the connecting watersheds and provided the opportunity for classes to present their calls to action through video submissions. The Kettle Creek Environmental Youth Corps, a group of local high school students who participate in meaningful hands-on environmental projects in exchange for volunteer hours, assisted with shrub and wildflower plug planting and trail maintenance activities. Over 550 large stock trees were planted in the watershed with support from volunteers including service clubs, community groups including schoolyard plantings.
- In response to the COVID-19 pandemic, UTRCA staff adapted several in-person programs to be delivered virtually. While we were not able to reach the number of students when engaging in-person, the switch to virtual presented some unique opportunities that the UTRCA was able to capitalize on. For example, the Sifton Bog ESA Program, traditionally delivered in-person to a dozen local classes, was adapted into a synchronous virtual program. By moving the program online, UTRCA was able to reach over four times the number of students, educating over 1,000 students about the important ecological function of the bog and the unique City of London feature.
- The UTRCA developed new programs to be delivered virtually during the pandemic, including a “Grade 5 Structures and Mechanisms” program focusing on the Fanshawe Dam and the flood control structures protecting London as well as a “Grade 10 Climate Change” program focusing on the local impacts of climate change and citizen science data collection. Both of these programs were well-received by students and teachers and have been requested and delivered repeatedly since the programs were first piloted.
- The pandemic brought about a heightened awareness of mental health issues and the health benefits of spending time outside. In response, the UTRCA developed partnerships with several community organizations to offer accessible environmental programs to City of London residents with physical, mental or language barriers. UTRCA staff worked with Community Living London to deliver "virtual hikes" of several London ESAs as well as in-person and virtual hikes for English language learners from the Cross Cultural Learning Center and the Thames Valley District School Board. The UTRCA also partnered with DeafBlind Services and Birdability to deliver an accessible Birding Walk at Kilally Meadows.
- UTRCA staff worked with the public, Friends of Community groups and students to plant over 3,000 wildflowers in the City of London. These wildflowers were planted on school yards, at Low Impact Development sites and in Community Pollinator gardens. With the help of volunteers from London Rotary South and the Columbia Store and Home Hardware, UTRCA staff also planted over 400 trees on City of London property.

Challenges experienced

- The engineering and construction fields continue to experience delays. This has forced the deferral of planned capacity upgrade projects at plants and pumping stations. A review of project schedules once tenders have been awarded may force a reconsideration of current Strategic Plan targets at the 2022 mid-year report.
- New initiatives for waste diversion were not implemented in 2021 due to the pandemic. The focus was on maintaining existing waste diversion initiatives.
- The implementation of the Green Bin program was delayed due to the pandemic and supply chain issues being experienced in many manufacturing sectors.
- Many environmental engagement events were cancelled due to COVID-19 (e.g., Seedy Saturday).
- CEAP engagement was required to focus entirely on online tools due to the pandemic.
- The River Management Implementation Plan experienced delays over the past 2 years but expect to have boating access points, erosion repairs and invasive species removal projects back on track for 2022/23.

Solutions to be implemented

- New community GHG emission targets were proposed for 2030, 2030, 2035, and 2040 through the draft Climate Emergency Action Plan issued in early 2022.
- New corporate energy-related GHG emission targets were proposed for 2030, 2030, 2035, 2040, and 2045 through the draft Climate Emergency Action Plan issued in early 2022.
- Staff reports providing recommendations regarding the local use of e-scooters as well as large cargo e-bikes to be presented to Committee and Council in late spring 2022.
- A revised Request for Proposals for a micromobility service provider, potentially combining bike share and e-scooter share, to be issued in late spring 2022.
- Engagement events went virtual and online including:
 - 12 online events for Green in the City (Spring/Fall) (London Public Library, London Environmental Network & City of London)
 - Environmentalist-in-Residence (London Public Library & City of London) hosting 4 sessions with approximately 100 participants
 - My Wild Green Home
 - eDemocracy tool connected Londoners to CEAP engagement
 - Get Involved London website being used for the CEAP
 - CityGreen newsletter and online signup
- CEAP engagement used 100% online tools in order to engage Londoners in the discussion of creating the draft climate change plan. Using Get Involved London / Climate website, online engagement numbers were substantial using this format and the full engagement details can be found in February 8, 2022, Strategic Priorities and Policy Committee reports and in the draft CEAP.
- KCCA staff will continue to identify, inventory and map invasive plant species of KCCA lands in 2022. Management will be undertaken as appropriate to reduce the spread of invasive species into new or previously un-infested areas and to gradually reduce the size of already established areas.

Data limitations experienced

- 2021 community energy and GHG emissions data does not include changes in natural gas use, final numbers will be reported in summer 2022.
- COVID-19 continues to have a significant impact on community energy use, in particular gasoline use, which remained below pre-pandemic levels throughout 2021 due to work-from-home policies in many workplaces in London.

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase access to transportation options.	Build more infrastructure for walking and bicycling.	# metres of sidewalks built (E&I)	3,100	1,000	2,100 / 210%
		% decrease in Urban Growth Area streets without sidewalks (E&I)	0.6%	0.3%	0.3 / 100%
		# metres of bike lanes built (E&I)	8,460	1,000	7,460 / 746%
		# metres of protected bike lanes built (E&I)	7,360	1,000	6,360 / 636%
	Continue to expand options and programs to increase mobility.	% completion of a Bike Parking Action Plan (E&I)	75%	75%	0 / 0%
		% completion of a monitoring program for building a bike-friendly London (E&I)	75%	0%	75 / 75%
		% completion of a Transportation Management Association Feasibility Study (E&I)	100%	100%	0 / 0%
		% completion of Bike Share Business Case (E&I)	75%	75%	0 / 0%
		% completion of transportation demand management actions between 2020 and 2023 (E&I)	40%	40%	0 / 0%
	Develop a strategic plan for a future with connected and autonomous vehicles.	% completion of the strategic plan (E&I)	60%	50%	10 / 20%
	Support Londoners to access affordable public transit where they live and work.	# of subsidized rides (income-related, youth, visually impaired, seniors, children 12 and under) (NCWS, LTC)	657,700	TBD	N/A
		# of service hour improvements to industrial areas (LTC)	TBD	TBD	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Implement the London Transit Commission (LTC) 5 Year Specialized Service Plan.	# of lower and level non-accommodated trips (LTC)	TBD	TBD	N/A
		Increase rides per capita (LTC)	TBD	TBD	N/A
		# of paratransit rides (LTC)	122,200	TBD	N/A
	Implement the LTC Ridership Growth Strategy.	Increase ridership (LTC)	TBD	TBD	N/A
		Increase rides per capita (LTC)	TBD	TBD	N/A
	Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	KM of arterial road revitalized as a rapid transit corridor (E&I)	0.7	0.7	0 / 0%
		% increase in people carrying capacity (E&I)	TBD	TBD	N/A
		% of PM peak period boarding's and alighting's at the fully accessible transit platform (E&I)	TBD	TBD	N/A
		% residences within walking distance of higher order transit (E&I)	TBD	TBD	N/A
		% of jobs within walking distance of higher order transit (E&I)	TBD	TBD	N/A
	Implement the LTC 5 Year Conventional Service Plan.	Increase ridership (LTC)	TBD	TBD	N/A
		Increase rides per capita (LTC)	TBD	TBD	N/A
Manage congestion and travel times.	Continue to improve the traffic signal system for the benefit of all road users.	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads) (E&I)	6.8%	3%	3.8 / 127%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	# lane kilometres of road added to the transportation network (E&I)	0	2.9	-2.9 / -100%
		# new road-rail underpasses constructed (E&I)	0	0	0 / 0%
Improve safety for all modes of transportation.	Implement infrastructure improvements and programs to improve road safety.	% reduction in total injury and fatality collisions (E&I)	31%	6%	25 / 417%
		% reduction in pedestrian injury and fatality collisions (E&I)	32%	6%	26 / 433%
		% reduction in cyclist injury and fatality collisions (E&I)	38%	6%	32 / 533%
Improve the quality of pedestrian environments to support healthy and active lifestyles.	Plant more trees to increase the city's tree canopy cover.	# trees planted on streets, open spaces, and parks (E&I)	16,518	18,000	-1,482 / -8%
	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	# benches added to parks (E&I)	56	55	1 / 2%
		# parks with new light systems (E&I)	1	2	-1 / -50%
		% of public satisfied with park and open space (E&I)	91%	95%	-4 / -4%
		# kilometres of pathway improved (E&I)	2.5	4	-1.5 / -38%
	Increase pedestrian amenities on streets.	% of street projects with urban design review (P&ED)	100%	100%	0 / 0%
		# street trees planted (E&I)	5,144	5,000	144 / 3%
		\$ made available for cost-sharing neighbourhood street lighting projects (E&I)	\$120,000	\$120,000	0 / 0%
		% decrease in neighbourhood streets without streetlights (E&I)	0	TBD	N/A

Success stories from 2021

- The first phase of the Rapid Transit Downtown loop was constructed informing the development of Downtown Streetscape Design Standards
- The new sidewalk program delivered an extensive program of new sidewalks on existing streets. Some highlights were the Centre Street project that connects new affordable housing developments to nearby transit and shopping and the Gould Street and Coombs Avenue projects that provide a safe connection to neighbourhood elementary schools.
- In 2021, the core cycling network continued to expand. Three core cycling projects were completed, the Colborne protected bike lanes, the Dundas cycle track through Old East Village and the Dundas-Thames Valley Parkway (TVP) connection. The core cycling network will be completed in 2022 with the Queens Avenue protected bike lane. Phase one of the Brydges bike lanes was also constructed between Egerton and Highbury.
- Construction of rapid transit corridors began in 2021 with Downtown Loop Phase 1 on King Street from Ridout Street to Wellington Street. The Phase 1 contract, spanning 0.7km, was reopened to traffic as scheduled with some finishing touches to be completed spring 2022.
- Updates on road safety programs and analysis have been shared with Advisory Committees. Programs continue to evolve with implementation of new programs such as automated speed enforcement based on best practices and London participation on provincial committees. Before the pandemic-induced lower traffic volumes of 2020 and 2021, severe collisions causing injury and fatality have been reduced by 40% compared to pre-strategy levels. Severe collisions have dropped an additional 15% due to the reduced traffic volumes in 2020 and 2021.
- The secure bike locker pilot project was implemented downtown in summer 2021. 18 lockers over three locations spread throughout the downtown were installed. The pilot runs for one year until the mid to late summer 2022 and allows City staff to determine locker usage, preferred locations, and average length of rentals. Adjustments to locker locations or adding lockers are future considerations. The lockers are a key cycling support that add to London's growing cycling network.
- Over the summer 2021, the City sought public input on potential participation in the Province of Ontario's E-scooter and Cargo E-bike pilot projects. The feedback received will help inform potential participation in both pilot projects. Reports to Civic Works Committee (CWC) are expected to be presented in late spring 2022. Issuing a bike share only or combined bike and e-scooter share Request for Proposals will be based on Council direction.
- A draft bike parking plan is in the early stages of development. This includes the draft Neighbourhood Bike Parking Guidelines which were drafted in 2021. Both documents will be presented to Council for review and approval in fall 2022.

Challenges experienced

- Infrastructure Renewal programs received a great deal of public feedback on sidewalks and many sidewalk projects were cancelled. Short sections of Elm St, Paymaster Ave and Culver Pl were built in 2021.
- Pandemic impacts have created cost and schedule pressures on all bike lane infrastructure projects.
- Neighbourhood cost-sharing streetlighting projects via the local improvement process were inhibited by pandemic restrictions and limitations on interpersonal interactions.
- Although public transit remained available for Londoners, without interruption, throughout the pandemic, LTC had to put the growth component of service on hold in 2021 for both conventional and specialized service.
- The Dingman Drive Improvements project schedule has been dictated by property acquisition timelines.

- In addition to wide ranging public feedback on the potential introduction of e-scooters in London, City staff is integrating equity into e-scooter feasibility work. This includes updating previously undertaken bike share feasibility work.
- The commuting behaviour information gathered from employers and Londoners through the Transportation Management Association Feasibility Outreach study weeks before the pandemic will need to be re-examined as commuting activities begin to increase in London.

Solutions to be implemented

- Public feedback on the sidewalk program has led to the development of the Neighbourhood Connectivity Plan process that will launch in 2022 in advance of 2023 projects.
- Mature trees are always a challenge with placing new sidewalks in existing neighbourhoods. Buchan Road was a great example of finding creative solutions to add sidewalks while minimizing impacts. The road was narrowed to accommodate the curb-face sidewalk while preserving the trees.
- Continued evolution of design standards is creating better bike lane infrastructure. Staff are updating design standards informed by project implementation and monitoring.
- Progress on the Connected and Autonomous Vehicle Strategy creation continues and staff continue to stay current on technological trends and receive feedback from sources including Advisory Committees.
- An increase in streetlighting was limited in 2021 but several projects are under design for implementation in 2022.
- Construction of Rapid Transit Corridors will continue in 2022 with:
 - Downtown Loop Phase 2 (Queens Avenue from Wellington Street to Ridout Street & Ridout Street from Queens Avenue to King Street)
 - East London Link Phase 1 (King Street from Wellington Street to Lorne Avenue)
- Implementation of the Dingman Drive Improvements project is progressing through the design and property acquisition phase and will be implemented throughout 2022 and 2023 in coordination with adjacent development.
- Ongoing promotion of a small scale Business Bike Rack Program will begin in the spring 2022. This includes directly to small businesses and through business networks. Tracking of program uptake will allow for adjustments to be made to the program elements. This scheduling revision coincides with more employees returning to work.
- Through the Climate Emergency Action Plan, City staff are weighing the most suitable Transportation Demand Management (TDM) supports to include in a future Transportation Management Association, including TDM supports for City staff.

Data limitations experienced

- Travel Time Index reduction exceeded the target significantly but was lower than last year. This directly related to the reduced traffic volumes when compared to 2019 levels due to pandemic restrictions.
- Operation of rapid transit service will begin following completion of the East London Link project anticipated for 2024 at the earliest. Indicators for transit operations metrics will not change during this Multi-Year Budget.
- Collision reduction targets were greatly exceeded partially because of reduced traffic volumes. However, there is still a recorded improvement from 2020 to 2021 despite slightly higher traffic volumes. Normalization of collision data by traffic volume or vehicle-km-travelled (VKT) is not possible at required levels of accuracy. This may improve as technology evolves.

Growing Our Economy

Outcome: The City of London will develop a top quality workforce.

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase access employers have to the talent they require.	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	# agencies and institutions committed to developing a top quality workforce (LEDC, SHD)	25	20	5 / 25%
		# activities to support employers (LEDC, SHD)	4	4	0 / 0%
		# employer meetings (LEDC, SHD)	611	450	161 / 36%
	Increase Ontario Works client participation within employment activities.	% of Ontario Works cases terminated as a result of participants exiting to employment (SHD)	24.5%	20%	4.5 / 12%
		% of eligible clients that have an active outcome plan (SHD)	92%	85%	7 / 11%
	Increase the employment rate for Londoners who are not currently participating in the workforce.	% of Londoners aged 25-64 who are 'not employed' (SHD, P&ED)	22.5%	24%	-1.5 / -6%
		London's participation rate (SHD, P&ED)	3.9%	Actuals	N/A
		London's unemployment rate (SHD, P&ED)	5.7%	Actuals	N/A
		London's Population (based on estimated 1.1% growth projection) (P&ED) <i>Footnote: as population rises but unemployment rate remains the same, this is equal to an increased volume in the workforce overall.</i>	422,324	Actuals	N/A
Increase opportunities between potential employers, post-secondary institutions,	Increase the number of local internship opportunities for post-secondary students.	# of interns hired (ES)	4	TBD	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
and other employment and training agencies.	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	# activities to support connections of students to business (LEDC)	12	1	11 / 11%
		# activities to support connections of employers to employment and other training agencies (LEDC)	50	2	48 / 2400%
		# activities to support connections of employers to newcomers (LEDC)	13	1	12 / 1200%
		# networking opportunities provided for cultural workers in art, history, literature, music, and digital technology (Museum London)	80	29	51 / 176%
	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# newcomer attraction activities supported (CMO)	4	5	-1 / -20%
		# newcomer retention and integration activities supported (CMO)	3	5	-2 / -40%
		% annual newcomer retention rate (CMO)	89%	70%	19 / 27%

Success stories from 2021

- The City of London and the London Economic Development Corporation met with 71 individuals at the In Tac job fair.
- The City of London and partners celebrated a virtual London Newcomer Day with 125 participants.
- The City of London hired one intern through the International Student Graduate internship program.
- Museum London launched 80ML, an online exhibition to mark the Museum's 80th anniversary, and partnered with classical musicians Magisterra for fall onsite concerts and the virtual, national annual Words Festival of authors. Museum London also continued virtual professional development for staff and volunteers via webinars.
- The move to virtual job fairs and workforce events allowed for the high number of events held, with industry specific events and target demographics.
- In May 2021, Council approved the creation of a \$3M Film Office, to be hosted by the LEDC. By the end of 2021, it is estimated that the Film Office has helped generate more than \$2M in film production and economic impact.
- London's regional economy grew at a rate of 6.7% in 2021, comparing to Hamilton at 4%, Kitchener-Waterloo at 5.6% and St. Catharines-Niagara at 4.9%.
- Through the work with LEDC and partners, 1,100 jobs were created, and \$68M in expansions and attractions with London industries.

- The City initiated strategies such as the Kickstart Campaign which increased participation in Life Stabilization and Employment activities.
- Life Stabilization partnered with a variety of agencies to hold labour market webinars.
- Despite COVID-19, Ontario Works exceeded targets in 2021 for exits to employment and percentage of caseload with an active Outcome Plan.

Challenges experienced

- Reduced ability to hold in-person events and training Life Stabilization due to COVID-19.

Solutions to be implemented

- Life Stabilization will increase client access to technology and to virtual sessions as a part of a hybrid service delivery model.

Data limitations experienced

- Annual net retention rate of newcomers to London was 89% of total gross annual flow. Note: the latest available source data is from 2019.

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase partnerships that promote collaboration, innovation, and investment.	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	# resource recovery pilot projects initiated (E&I)	2	2	0 / 0%
		# companies collaborating on resource recovery projects (E&I)	5	5	0 / 0%
		# signed Memorandums of Understanding (MoUs) (E&I)	0	1	-1 / -100%
	Seek out and develop new partnerships and opportunities for collaboration.	# City projects completed in collaboration with educational institutions (P&ED)	23	20	3 / 15%
	Plan for High Speed Rail.	Metrics TBD (P&ED, E&I)	TBD	TBD	N/A
	Collaborate with regional partners on international	# regional investment promotion missions (LEDC)	4	8	-4 / -50%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	missions for new investment attraction.				
	Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	# area municipalities engaged in regional planning (P&ED)	41	41	0 / 0%
	Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London (P&ED)	1,150,000	2,126,000	-976 / -46%
		\$ of tourism spending in London (P&ED)	\$477,600	\$822,989	-\$345,389 / -42%
	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	\$ of economic impact of tourism in London (P&ED)	\$274,000	\$823,000	-\$549,000 / -67%
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario (P&ED)	\$460,000	\$791,958	-\$331,958 / -42%
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London (P&ED)	\$274,000	\$473,595	-\$199,595 / -42%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	# industry leading farm and poultry shows (Western Fair)	0	2	-2 / -200%
		\$ leveraged to support Agricultural Centre of Excellence (Western Fair)	\$1.01M	TBD	TBD
		# Agricultural Centre of Excellence partners (Western Fair)	13	2	11 / 550%
		# Agricultural Centre of Excellence users (Western Fair)	8,197	1,200	6,997 / 583%
	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	Metric TBD through strategy development (LEDC)	TBD	TBD	N/A
Maintain viability in key global markets.	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	\$ economic impact (RBC Place London)	\$1.8 million	\$23.0 million	-\$21.2 million / -92%
		\$ of total revenue (RBC Place London)	\$1.4 million	\$7.0 million	-\$5.6 million / -80%
	Create a vibrant entertainment district in the City of London.	# events held at the Western Fair (Western Fair)	47	213	-166 / -78%
		# outdoor patio venues with permits for amplified sound (P&ED)	12	12	0 / 0%
		# private music venues (P&ED)	29	29	0 / 0%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase public and private investment in strategic locations.	Revitalize London's downtown and urban areas.	\$ value of all construction projects in receipt of CIP loans (P&ED)	\$600,283	\$1.5 million	-\$899,717 / -60%
		Ratio of 3:1 Construction Value to CIP loans within Community Improvement Plan (CIP) areas (P&ED)	2.0	2.8	-0.8 / -29%
		% per year assessment growth rate above inflation in CIP areas (P&ED)	1%	1%	0 / 0%
		\$ contributed to a reserve fund for property acquisition within Community Improvement Plan areas (P&ED)	\$0	\$0	0 / 0%
		\$ Covent Garden Market sales revenue (CGM)	\$11.3 million	\$17 million	-\$5.7 million/ -34%
		% Covent Garden Market annual tenant vacancy (CGM)	6.5%	2.5%	4.5 / 180%
Increase public and private investment in amenities that attract visitors, a talented workforce, and investment.	Invest in city building projects.	# Downtown Plan initiatives implemented (P&ED)	1	1	0 / 0%
		# units built within Old Victoria Hospital lands (P&ED)	0	300	-300 / -100%
	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	\$ in partnerships, sponsorships and donations (NCWS)	\$634,333	\$115,000	\$519,333 / 452%
		# adopt-a-parks (NCWS)	104	120	-16 / -13%
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.	Ensure job growth through attraction of new capital from a diverse range of markets and industries.	# jobs created (LEDC)	1,200	1,200	0 / 0%
		# of active retention and expansion files (LEDC)	136	TBD	N/A
		# of jobs retained (LEDC)	156	TBD	N/A

Success stories from 2021

- Sponsorships include the Hully Gully Playground in Southwest Optimist Park, a Tim Hortons playhouse at Storybook Gardens, and over \$200,000 pledged for East Lions Community Centre for future sponsored activities and amenities.
- There were 13 new park adopters through the Adopt-a-Park Program. This was less than estimated because of limited ways of connecting the programs and persons due to COVID-19 restrictions.
- Projects continue through the London Waste to Resources Innovation Centre, including work on pyrolysis, gasification, hydrogen, renewable natural gas and mixed waste processing.
- The City continued to invest in the downtown through the Core Area Action Plan. 97% of the funded actions in the Plan are either complete or on-target to be complete as planned.
- London was designated as Canada's first United Nations Educational, Scientific and Cultural Organization (UNESCO) City of Music.
- The list of tenants currently in The Grove, or with letters of intent executed in 2021 has grown to 13 with over 4,300 m² leased. The current announced roster includes the Middlesex-London Food Policy Council, LiveFit Foods, Renix Inc., The Fritter Shop, Growing Chefs! Ontario, Terra Optima, Farm Ventures, RHA, and Forest City SynBio. There are three yet to be announced.
- The Grove announced \$7.2M of FedDev funding in January 2021, thanks to the efforts of seven collaborators (LEDC, RH Accelerator, Small Business Centre, London Training Centre, Fanshawe College, Western University, Brescia University College, and WFA), which has continued to attract other collaborators.
- The number Agricultural Centre of Excellence users reported does not include the numbers reported in the Growing Chefs! report. The nearly 8,200 users are a result of the virtual programming that the Western Fair and The Grove conducted in 2021. The largest event was in May 2021, Agri-Food Week, which had an audience of 3,958. The School Tours program of the Annual Fair was virtual again and had a total of 2,900 participants. The remainder of the users participated in the Tasting Series, Farm Show Connect, Engage – a National Poultry Show event, and the Urban Agriculture Series.
- The London Film Office, which received investment from Council in May 2021, helped to produce \$2M in film production value in only six months of operation in 2021.
- In 2021, Part 3 of the multi-year Core Area Sewer Separation Project was completed in the \$6M capital project on Richmond between Dundas and York, which partly implemented "Richmond Walk" in Our Move Forward: London's Downtown Plan.
- Several high profile investments attracted to London, despite the pandemic. Examples include Anvo Pharma Group, Quest Brands and Aspire Food Group.
- RBC Place London hosted a total of 36 events in fall of 2021 with 10,096 delegates days, one of which was the annual Chamber's Business Achievement Awards with 600 guests in September 2021.
- RBC Place London prepared and supplied 37,629 meals for the Food Bank for those at risk and participating in the City's Winter Response Program.
- Successful turnover of a few vendors in the Covent Garden Market, attracting unique, specialized, and talented tenants to replace a longstanding tenant.

Challenges experienced
<ul style="list-style-type: none"> As the Provincial Government objectives and strategies of regional transit pivoted away from High Speed Rail, the need for local level planning has been paused. Investment Promotion missions were lower in 2021 as regular annual trade shows were cancelled due to COVID-19. Due to the pandemic, new loan applications significantly declined in 2020 and 2021 and previously approved projects were also delayed. As a result, there were less projects completed in 2021 resulting in the below target construction value. Government restrictions due to COVID-19 required the closure of RBC Place London from January 2021 to August 2021 inclusive. A loss of 80% of revenue due to closure with no direct funding support from provincial or federal governments. Difficulty attracting tenants for some existing vacant spaces at Covent Garden Market as COVID-19 restrictions were persistent throughout the year. These restrictions also hindered foot traffic in the market and tenant sales.
Solutions to be implemented
<ul style="list-style-type: none"> Although no units were built on the Old Victoria Hospital Lands in 2021, a proponent has been selected and development of the Lands will be underway in 2022. Although there were no contributions to reserve funds specifically for the acquisition of property in CIP, there were additional funds approved through the London Community Recovery Network process for CIP programs to fund improvements and repairs to properties within CIP areas. RBC Place London operational expenses were reduced with minimal staffing, virtual events hosted, partnership with Food Bank continued. City of London financial support required to cover operational costs. The Covent Garden Market is actively searching for tenants who would be able to succeed in the Market to fill our remaining spaces. Repurposing some spaces as pop-up spaces or additional seating areas for patrons.
Data limitations experienced
<ul style="list-style-type: none"> Assessments were not completed by MPAC in 2020 or 2021, therefore could not calculate growth within CIP areas.

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase access to supports for entrepreneurs and small businesses, and community economic development.	Revitalize London's Downtown and urban areas.	# Business Improvement Areas supported (P&ED)	5	5	0 / 0%
		# Community Improvement Plan financial incentive applications processes (P&ED)	68	25	43 / 172%
		% of targeted businesses in BIAs (BIAs)	100%	TBD	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Support entrepreneurs, start-up, and scale-up companies.	# of net new businesses in BIAs (BIAs)	31	TBD	N/A
		# supports provided for start-ups and scale-ups (LEDC)	505	500	5 / 1%
		# activities to support entrepreneurship growth (LEDC)	23	10	13 / 130%
		# artist performance opportunities created (P&ED)	125	6	119 / 1,983%
		# music workshops and networking opportunities created (P&ED)	66	6	60 / 1,000%
Increase efficiency and consistency for administrative and regulatory processes.	Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness.	# planning policy/procedural manuals created (P&ED)	1	1	0 / 0%
		# by-laws reviewed and amended or repealed (P&ED)	4	2	2 / 100%
		# of building processes reviewed and improved (P&ED)	4	3	1 / 33%
		% of building permit applications reviewed within legislated timeframes (P&ED)	66%	Actuals	N/A
		% of development applications meeting <i>Planning Act</i> timeframes (P&ED)	56%	Actuals	N/A
		# of development processes reviewed and improved (P&ED)	3	3	0 / 0%
		# Planning process reviews & improvements (P&ED)	3	1	2 / 100%
	Improve access and navigation of City services and supports through Service London Business.	# attendees at collaborative regulatory workshops (P&ED)	520	65	455 / 700%
		# customer journeys mapped and improved (P&ED)	0	3	-3 / -100%
		# visits to Service London Business Counter (P&ED)	196	450	-254 / -56%
		# visits to Service London Business website (P&ED)	6,143	175	5,968 / 3,410%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase the availability of serviced land in strategic locations.	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	% of Industrial Land Development Strategy Updated (P&ED)	100%	100%	0 / 0%
		# hectares sold of City-owned industrial land inventory (P&ED)	17.5	16	1.5 / 9%
		# new jobs created in City-owned industrial parks (P&ED)	275	700	-425 / -61%
		\$ increase in taxes paid by companies operating in City-owned industrial parks (P&ED)	\$576,000	\$500,000	\$76,000 / 15%
		# of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land (P&ED)	25.8	25	0.8 / 3.2%

Success stories from 2021
<ul style="list-style-type: none"> • 2021 saw over one billion dollars in building permit value in the community and City staff continued to process higher than normal volumes of consultation and planning applications. • Dundas Place activations worked with the London Music Office to create 125 opportunities for outdoor performances on Dundas Place. • CIP applications exceeded the original target in 2021. 55 of the 68 2021 applications processed were from the Recovery Grant program which came out of the London Community Recovery Network. The Recovery Grant was created in response to the pandemic and was very well received. • The City continued to improve performance through continuous improvement initiatives. The Committee of Adjustment meeting structure was reformatted to increase the number of applications considered by the Committee. This resulted in clearing the backlog of Minor Variance Applications and improved meeting flow. • Exclusively digital applications process completed for multiple and concurrent reviews of all planning and development and building permit applications. Detailed process mapping completed for site plan, subdivision, minor variance, consent, and zoning amendments which will be used to advance future digital modernization efforts. • The London Community Recovery Network, comprised of over 30 business, non-profit, and community organizations, developed and released the London Community Recovery Framework. The framework represents a common community vision for a post-COVID-19 London and the shared measures for evaluating collective progress over a three-year term. • The City continued to increase the availability of serviced land in strategic locations, purchasing 64 acres of land for future inventory in 2021 and opening the Huron Industrial Lands stormwater management facility. In 2021, 73 acres of City industrial land were sold to create 440 jobs in future years.

Challenges experienced
<ul style="list-style-type: none"> Staffing challenges as well as significant increases in permit volumes contributed to development applications not being met within legislative timeframes.
Solutions to be implemented
<ul style="list-style-type: none"> Staffing solutions include enhanced recruitment efforts throughout 2022 and beyond as needed.
Data Limitations
<ul style="list-style-type: none"> Hectares sold is based on total sales in 2021. This does not include any lands under contract. Jobs created is based on job numbers as reported in the declarations made by purchasers' found in the agreement of purchase and sale document.

Creating a Safe London for Women and Girls

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

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.	Metrics to be developed based on the development of three pillared framework (CMO)	TBD	TBD	N/A
			TBD	TBD	N/A
	Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are	Metrics to be developed based on development of action plan (CMO)	TBD	TBD	N/A

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
	included in the development of policies, by-laws, and programs that affect them.				
	Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.	# of complaints of harassment under the Respectful Workplace Policy (ES)	3	Actuals	N/A
		# of complaints of discrimination under the Respectful Workplace Policy(ES)	1	Actuals	N/A
		# of complaints of disrespectful behaviour under the Respectful Workplace(ES)	49	Actuals	N/A
		# of complaints of reprisal under the Respectful Workplace Policy (ES)	1	Actuals	N/A
		# of Workplace Violence Prevention Policy complaints (ES)	2	Actuals	N/A
	Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence	# of employees trained (I Step Forward) (ES)	188	Actuals	N/A
		# of employees trained (Safe London for Women and Girls Introductory Module) (CMO, ES)	273	Actuals	N/A
		# of employees trained (Respectful Workplace) (ES)	1,770	Actuals	N/A

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
	for all City employees and encourage all London's agencies, boards and commissions to also implement the training.				
	Increase the number of women in senior management positions and other positions of power.	# of participants in the Mentorship Program (ES)	TBD	TBD	N/A
		# of participants in the Succession Plan (ES)	TBD	TBD	N/A
	Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.	# of bus shelters (LTC)	N/A	N/A	N/A
		# of bus stop luminaires (LTC)	N/A	N/A	N/A
		# of subsidized rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) (LTC)	657,700	N/A	N/A
	Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build	Metrics to be developed based on Action Plan (SHD)	TBD	TBD	N/A

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
	more accessible and safer housing options for women and girls.				
	Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.	# of additional shelter beds available to abused women and their children, and to homeless women and girls (SHD)	16	15	1 / 7%
	Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.	Metrics to be developed based on the Action Plan (SHD)	TBD	TBD	N/A

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.	% of referrals to SLWAR that were successful in acquiring sustained housing/hotel accommodations until year-end. (LPS)	80%	>63%	17 / 27%
		# of LPS referrals to SLWAR per 100,000 female population (LPS)	7.1	>7.6	-0.5 / -7%
		Average rating of satisfaction with the collaborative process working towards solutions (LPS) Rating: 1 to 7 1= Extremely Dissatisfied 7=Extremely Satisfied	N/A	N/A	N/A
		# of identified Persons at Risk (history/risk of survival sex work/trafficking) per 100,000 female population that received support/safety planning by the LPS Persons at Risk Coordinator (LPS)	71.8	>66.1	5.7 / 9%
		# of identified potential victims of Human Trafficking who were offered support per 100,000 female population (LPS)	37	>40	-3 / -8%
		Average rating of satisfaction with the collaborative process working towards solutions (LPS) Rating: 1 to 7 1= Extremely Dissatisfied 7=Extremely Satisfied	N/A	N/A	N/A
		# of multi-agency Human Trafficking Projects (LPS)	1	1	0 / 0%
	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM and other	Metrics to be developed based on the strategy (CMO)	TBD	TBD	N/A

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
	provincial associations, the governments of each province and the federal government to do the same.				
	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee	Metrics to be determined in consultation with the Town and Gown Committee (CMO)	TBD	TBD	N/A
		Metrics to be determined based of strategy to recognize the safety of women and girls in preparing operational plans involving near-campus issues (P&ED)	TBD	TBD	N/A
	Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice	# of applications submitted that align with Creating a Safe London for Women and Girls (London Community Grants Program) (NCWS)	3	Actuals	N/A
		\$ funded annually to support Creating a Safe London for Women and Girls (London Community Grants Program) (NCWS)	\$137,250	Actuals	N/A
		Metrics to be determined based on Anova's UN Safe Cities Report findings (CMO)	TBD	TBD	N/A

Expected Result	Strategy	Metrics	2021 Actual	2021 Target	Difference as a # and %
	Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).				
	Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.	# of employees that receive trauma and violence lens training (CMO)	157	Actuals	N/A
		% of identified policies, procedures that have been reviewed (CMO)	TBD	TBD	N/A

Success stories from 2021
<ul style="list-style-type: none"> London Community Grants Program 2021 Innovation & Capital stream allocated funds to a new applicant, The Congress of Black Women Ontario Inc. London Chapter for the Future Smart Youth Program for girls. Planning and Economic Development, as well as By-law Enforcement, continues to work with on-campus partners to collaborate on strategies to recognize the safety of women and girls. This includes operational plans of near-campus issues and activities such as Homecoming, and other post-secondary related community events. A multi-jurisdictional human trafficking investigation involving the assistance of several police services across Ontario resulted in 87 criminal charges and five persons charged. Seven survivors came forward to police to provide statements related to this investigation. An ongoing partnership between the LPS and Street Level Women At Risk (SLWAR) has resulted in successful outcomes for females at risk of violent offences. Women engaging in survival sex work identified by the LPS Persons at Risk (PAR) Coordinator were referred to SLWAR, successfully housed, and provided basic needs/security during the pandemic. Support from other programs/agencies (e.g., CMHA Middlesex, City of London Coordinated Access, Unity Project, and WISH) helped by facilitating immediate transitional housing until more permanent housing was available. As a result of all these supports, 80% of the referrals to SLWAR in 2021 were successful in

acquiring sustained housing/hotel accommodations which exceeded our target of 63%. Trust and community partnerships represents a very large part of the success for these women.

- The City of London continues to actively collaborate with the London Coordinating Committee to End Woman Abuse (LCCEWA) and the Violence Against Women (VAW) sector more broadly to advance the strategies of the ‘Creating a Safe London for Women and Girls’ strategic area of focus in the 2019-2023 Strategic Plan.
- As part of the Housing Stability Action Plan, the City continues to engage with the VAW sector to identify ways to better support women fleeing violence to reduce episodes of homelessness, creating intake pathways to other supports in the community, and ensuring programs within the system are able to support women to be rapidly re-housed based on their unique needs.
- Additional rapid housing programs to support housing outcomes for women in shelters have been implemented and adjustments are made as required to meet the needs of women and girls in the city. Additionally, 10 resting space beds have been implemented to support women experiencing homelessness in the City as well as 20 shelter beds specific for women have been added in the current shelter system funded by the City.
- The City continues to find opportunities to ensure that women and girls with lived experience are included in the development of policies, by-laws and programs that affect them. Initiatives underway include:
 - Bystander intervention training and handling disclosures of sexual violence training were piloted in 2021 and will be further rolled out to employees in 2022. These programs will enhance the skills and capabilities of employees to better support and identify the needs of women, girls, nonbinary and trans individuals experiencing or having experienced violence (including sexual violence).
 - The City and the LCCEWA collaborated to develop a resource card that identifies 24/7 crisis lines, supports and services available to women and girls in our community. This card will be available to City staff to distribute within the community in 2022.
 - The Downtown Safety Audit included the use of an intersectional gendered lens in the development of recommendations to augment safety in the core area.
- In response to the December 2020 delegation of the LCCEWA, the City collaborated with the Centre for Research and Education on Violence Against Women and Children to complete an intersectional review of our ‘I Step Forward’ and ‘It Starts With Me’ training programs. Recommendations from these reviews will be used to enhance both training programs.
- 273 employees completed the ‘Creating a Safe London for Women and Girls’ introductory training module in 2021.
- 1,770 employees participated in a rollout of the Respectful Workplace Policy Introductory training.
- In 2021, 157 employees in Life Stabilization received Trauma and Violence-Informed Care training.
- Municipal Council unanimously approved the Safe Cities London 2021-2024 Action Plan in March 2021. The Safe Cities Action Plan outlines a number of actions for the areas of focus: Social Norms, Policy and Practice, and Collaboration. Highlights related to this work included:
 - Bystander intervention training for bar staff in collaboration with the London Police Service during their annual by-law and enforcement education series with local bar owners/staff, a one-hour bystander intervention training program was provided on September 9, 2021 to roughly 10 attendees from multiple venues.
 - The London Transit Commission, Western University Students’ Council, Fanshawe College and Anova collaborated to develop a campus resource about bus safety protocols (what is sexual assault, on-board safety, courtesy stops).

Challenges experienced

- Bus stop improvements were delayed due to supplier constraints as a result of pandemic restrictions.
- COVID-19 presented challenges for LPS initiatives related to Persons at Risk. Physical distancing/safety guidelines made it difficult to engage and offer support for potential victims.

<ul style="list-style-type: none"> The work of establishing metrics for many of the Creating a Safe London strategies is dependant on the development and finalization of action plans.
Solutions to be implemented
<ul style="list-style-type: none"> It is anticipated that during 2022, we will be in a post-pandemic era whereby the challenges presented during the pandemic (physical distance/safety guidelines) will no longer be applicable which will enhance the ability for Persons at Risk Coordinator to engage and offer support for potential vicitms. An evaluation framework for the Safe Cities London 2021-2024 Action Plan is under development. This framework will establish metrics to assess work completed to advance the Plan and the impact in the community. Bystander Intervention training will be provided to all people leaders in Environment and Infrastructure and Planning and Economic Development in 2022. Bystander intervention training is designed to help employees better understand our role in creating safe public spaces, and to raise awareness about the prevalence and impacts of gender-based violence, including how to recognize it.
Data limitations experienced
<ul style="list-style-type: none"> In some instances, metrics have not yet been established. LPS partnership surveys were not conducted in 2021.

Leading in Public Service

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase opportunities for residents to be informed and participate in local government.	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	% of planning process and plan that is complete (ES)	100%	100%	0 / 0%
		% of metrics identified through the strategy that have been successfully achieved (ES)	TBD	75%	N/A
		# of media relations training sessions offered (ES)	1	4	-3 / -75%
		# of Public Engagement Forum meetings (ES)	1	4	-3 / -75%
		% of resident public engagement satisfaction score (ES)	N/A	90%	N/A
		% of City outreach education strategy completed (P&ED)	50%	50%	0/ 0%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# residents vote in the Neighbourhood Decision Making process (NCWS)	4,750	7,700	-2,950 / -38%
		# of communication channels for Multi-Year Budget (MYB) engagement process (FS)	8	4	4 / 100%
		# resident interactions in the Multi-Year Budget engagement process (FS)	2,788	1,020	1,768 / 173%
Improve public accountability and transparency in decision making.	Measure and publicly report on corporate performance.	# public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.) (CMO)	2	2	0 / 0%
		# strategic plan progress and performance reports (CMO)	3	3	0 / 0%
		# reports to the community, including annual community survey (CMO)	2	2	0 / 0%
	Increase access to information to support community decision making.	# open data sets available (CMO)	178	178	0 / 0%
		# new tools available, such as a citizen dashboard (CMO)	0	0	0 / 0%
Building relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable.	This strategy must be development in partnership with Indigenous people, including local First Nations.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	N/A	100%	N/A
		# of City of London participants in the enterprise-wide Anti-Racism and Anti-Oppression foundational training (CMO)	TBD	TBD	N/A
		# of Agencies, Boards and Commissions participants in the Anti-Racism and Anti-Oppression foundational training (CMO)	TBD	TBD	N/A
		Indigenous Relations position filled (CMO)	1	1	0 / 0%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		# initiatives supporting reconciliation implemented (CMO)	10	TBD	N/A
Increase the effectiveness of London's strategic advocacy.	Promote London's intergovernmental priorities through Municipal Associations.	# of times London policy and advocacy priorities are reflected in municipal association submissions to government (i.e., releases, committee testimonies, etc.) (ES)	16	TBD	N/A
	Increase the awareness of, and support of, Council's strategic advocacy priorities.	# of advocacy engagements with other levels of government (ES)	60	TBD	N/A
		# of update reports on the Strategic Advocacy Framework (ES)	1	TBD	N/A
		% metrics identified and successfully implemented (ES)	100	TBD	N/A

Success stories from 2021
<ul style="list-style-type: none"> • An enterprise-wide approach is being developed for Anti-Racism and Anti-Oppression training which will replace intercultural competency training for both City staff and ABCs. The training will include a component on Indigeneity. • The Indigenous Community Liaison Advisor position within the Anti-Racism and Anti-Oppression division was successfully filled in May 2021. • Many ceremonial events and activities were participated in by Civic Administration creating visibility in the community and networking opportunities to further enhance relationship building and nurturing. • Continued support to the Residential School Survivors Legacy Project Team in collaboration with the N'Amerind Friendship Centre. • Regular meetings with N'Amerind Friendship Centre in honour of the shared Memorandum of Understanding between N'Amerind and the City of London. • Collaborated with London Public Library to create the Every Child Matters buttons into Oneida/Ojibway and Lenape languages. The buttons were distributed to schools in the city. • Following a request from the Community Diversity and Inclusion Strategy, Council proclaimed June 21, 2021 as Indigenous Peoples Day. • Creation, in partnership with the Journey Together Committee, of Nshwaasnangong Child Care and Family Centre, an Indigenous-led centre which was completed and opened in 2021 under the leadership of the Southwest Ontario Aboriginal Health Access Centre. • Provided targeted outreach and support to Indigenous-led organizations for the London Community Grants Program, resulting in two organizations receiving multi-year funding through the program for the first time.

- Council to Council meetings have been initiated with the first one held in February between some elected officials from London City Council and from Oneida of the Thames First Nation Council.
- On September 14, 2021, Council approved a motion to recognize and observe September 30th as a National Day of Truth and Reconciliation and all but essential services were closed in honour of that day and the Every Child Matters flag was raised on that date.
- In consultation with community and staff, a land acknowledgement has been in development.
- In May 2021, Council approved the Strategic Advocacy Framework that lays out focused approaches to advancing City of London priorities to other orders of government. The Framework also includes a focus on identifying advocacy partnerships with community stakeholders on the City of London's advocacy priorities.
- The Government and External Relations Office supported advocacy on investments from the Safe Restart Funding from federal and provincial governments. This included additional one-time investments under the Reaching Home Strategy and the Social Services Relief Fund that supported the City's Winter Interim Response programming and other supports for vulnerable Londoners.
- The City of London was successful in receiving additional allocations under the second round of the Rapid Housing Initiative which delivered \$10.7 million in new federal dollars to support affordable housing development in London. In addition, London's strategic advocacy helped to deliver more than \$40 million through the CMHC to contribute to social housing regeneration across the community.
- London's advocacy supported more than \$12.5 million for projects funded under the federal Community, Culture, and Recreation Stream and the COVID-19 Resilience Stream, supporting projects geared to enhancing the pandemic resilience of several community facilities.
- Following 18 months of collective effort, the London Community Recovery Network (LCRN) endorsed the LCRN Framework in October 2021. The LCRN Framework includes a common vision and 23 shared recovery indicators to guide London's recovery and renewal from the COVID-19 pandemic, representing the first of its kind in Canada.
- Despite the challenges associated with the COVID-19 pandemic, the Finance team was able to introduce virtual public engagement options to ensure that a variety of different communication channels remained available for residents to participate in the 2021 Budget Update process, including a virtual information session, virtual attendance at councillors' ward meetings, advisory committees and community groups, etc. Different public engagement channels were also utilized, including radio advertisements and the distribution of information pamphlets in Ontario Works cheque mail-outs.
- The City's Open Data catalogue continues to be actively used by the community. The City responds to a variety of new open data requests as they are received. Requests are largely from the education sector and private industry and have included information pertaining to historical documents and maps, municipal service delivery, etc.
- As part of the Strategic Planning Framework, the May and November Semi-Annual Progress Reports were presented to Council and the community, as well as the 2020 Performance Report and 2021 Report to the Community.
- The Annual Resident Satisfaction Survey resumed in the fall of 2021. Overall, residents are satisfied with quality of life, City services and experiences with City staff. 80% of residents believe they receive good value for their tax dollars, including 18% who believe they receive very good value. 85% of residents believe that London is a welcoming community and that they have a strong sense of belonging.

Challenges experienced

- Due to COVID-19 and the need to vaccinate residents, local First Nations had to prioritize care for their communities, making it difficult to meet and collaborate.
- Neighbourhood Decision Making numbers were lower because of pandemic related factors such as fewer voting locations and limited in-person engagement opportunities.
- Due to health and safety restrictions, planned in-person training and engagement was not permitted.

Solutions to be implemented
<ul style="list-style-type: none"> Program changes and contingencies were implemented in response to COVID-19 challenges in administering Neighbourhood Decision Making and all NeighbourGood programs and services. Contingencies included phone-in voting, virtual resident meetings, development of virtual welcome kit/resources, and a new pathway of communication through community garden ambassadors. The easing of COVID-19 restrictions will allow in-person training and engagement to resume.
Data Limitations
<ul style="list-style-type: none"> In some instances metrics have not yet been established for the strategy. In some cases, programs are under development and data will be collected in future years.

Outcome: Londoners experience exceptional and valued customer service.

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase community and resident satisfaction of their service experience with the City.	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	% of all community centre visitors rating overall experience as good or excellent (NCWS)	93%	96%	-3 / -3%
		% program utilization rate (NCWS)	81%	71%	10 / 14%
		% customers satisfied with the service they received (CMO)	82%	90%	-8 / -9%
	Research and respond to emerging planning trends and issues.	% of Provincial Planning legislation and policy updates reviewed and reported to Council (P&ED)	100%	100%	0 / 0%
		# reports addressing emergent planning issues (P&ED)	2	2	0 / 0%
	Streamline customer intake and follow-up across the corporation.	% of identified City staff that receive customer service training by Service Area (ES)	TBD	TBD	N/A
		% of residents satisfied with the City services they received (based on contact with the City in the last 12 months) (ES)	82%	80%	2 / 3%
		% of Eligibility Determinations into Ontario Works made within 4 days (SHD)	87%	75%	12 /12%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		% of Ontario Works clients that access intake within 5 minutes (SHD)	97.6%	85%	12.6 /12%
		# building and development processes reviewed and improved (P&ED)	3	3	0 / 0%
Increase efficiency and effectiveness of service delivery.	Implement customer service standards.	% of customers satisfied with the service they received (ES)	82%	90%	-8 / -9%
	Conduct targeted service reviews.	# zero-based budget reviews completed (FS)	25	8	17 / 213%
		# additional reviews completed (FS)	5	2	3 / 150%
		Total service reviews completed with efficiencies identified (FS)	30	30	0 / 0%
	Promote and strengthen continuous improvement practices.	# City employees with Lean training (CMO)	86	100	-14 / -14%
		# individuals that participate in continuous improvement events (CMO)	4	60	-56 / -93%
		# financial process improvements (FS)	13	2	11 / 550%
		# continuous improvement projects undertaken across the corporation (CMO)	152	210	58, 27%
	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	% of customers satisfied with the service they received (CMO)	82%	90%	-8 / -9%
	Accommodate long-term space needs	% of Master Accommodation Plan – Alternate Work Strategies Update Completed (FS)	100%	100%	0 / 0%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	for the City of London and optimize service delivery locations.				
	Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release (P&ED)	94%	90%	4 / 4%
	Improve residents' satisfaction with winter road and sidewalk maintenance.	# of winter storms with an improved response (E&I)	0	2	-2 / -100%
		% increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey (E&I)	3%	1%	2 / 200%
Reduce barriers to access city services and information.	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	# new processes developed to ensure that city resources are shared across Service Areas (ES)	TBD	TBD	N/A
		# cross-functional teams supporting community initiatives (ES)	TBD	TBD	N/A
		# multi-Service Area initiatives implemented (ES)	TBD	TBD	N/A
	Implement the 2018 to 2021 Multi-Year Accessibility Plan.	# front counters made accessible (CMO)	2	3	-1 / -33%
		# pedestrian crosswalks made accessible (CMO)	36	10	26 / 260%
		% of accessibility initiatives implemented (CMO)	90%	90%	0 / 0%
		Metric TBD in consultation with the Accessibility Advisory Committee (CMO)	TBD	TBD	N/A

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Implement ways to improve access to services and information.	# of services available at customer service counters (ES, NCWS)	9	11	-2 / -18%
		# new tools and resources available in multiple languages (ES)	16	1	15 / 1500%
		% of customers satisfied with the service they received (ES)	82%	90%	-8 / -9%
		# Service London Portal users (ES)	13,268	3,200	10,068 / 314%
		% of contact centre service levels achieved (ES)	79%	75%	4 / 5%
		# of City message campaigns advertised on digital billboards (ES)	36	TBD	N/A
Increase the use of technology to improve service delivery.	Continue to maintain, build, and enhance a high-performing and secure computing environment.	# technical service requests and incidents successfully completed (ES)	21,442	23,500	-2,058 / -9%
		% availability of City of London core computing environment (ES)	99.99%	99.97%	0.02 / 0%
		% of Information Technology customers satisfied (ES)	98%	96%	2 / 2%

Success stories from 2021

- To ensure Public Service is being delivered efficiently, the ITS Client Services Team successfully resolved 10,000 calls through our support line with an average answer time of 20 seconds. The first contacted analyst resolved 61% of the incident calls. The team completed over 3,350 Employee Additions/Updates/Removals service requests. The team completed over 800 Software Licensing service requests for which complex investigation requiring critical collaboration and coordination of efforts among internal and external staff is often required
- The Network Team collaborated with Middlesex London Health Unit to develop and implement a network service solution for the COVID-19 mass vaccination centers. This network solution ensured high availability operations with maximum efficiency and no negative impacts to serve City of London and Middlesex County residents during these unprecedented times.

- ITS teams successfully responded to the worldwide critical Log4j vulnerability, working through the holidays to ensure systems remained operational and safe. ITS also enhanced and further developed plans and runbooks for rapid and organized response to cyber security incidents.
- Completion of the following projects to maintain, build, and enhance a high-performing and secure computing environment for the City of London: backup software upgrade and deployment, database upgrades, deployment of multi factor authentication, load balancing technology upgrade, network upgrades, virtual server upgrades as well as application upgrades to JD Edwards, Kronos and GIS.
- City day camp programs operated at 96% capacity, and free Neighbourhood Playground Programs operated at 78% capacity.
- Recreation programs did not run from April to June due to COVID-19, indoor children's recreation programs running in August had a utilization rate of 90%.
- Through implementing all local and provincial health and safety measures to ensure the safety of our recreation staff and customers, 97% of recreation facility users reported being satisfied with the safety of attending in-person programming, and 96% were satisfied with the COVID-19 protocols in place.
- Life Stabilization far exceeded targets for wait times in the Ontario Works Intake queue with 97.6 % of individuals receiving service in less than 5 minutes. The team also completed intakes via phone making it easier for clients to complete the intake process for Ontario Works and applications for emergency assistance.
- The increase in citizen satisfaction with winter storm response is based on an increase from 72% to 75% satisfied in the 2021 Annual Resident Satisfaction Survey.
- Significant efforts were undertaken to ensure that key City resources are available in multiple languages. Various materials, from COVID-19 posters, to event promotions and construction project info, were translated into French, Spanish, Arabic, Chinese, and Korean.
- The Service London Contact Centre answered 79% of calls within 30 seconds (4% ahead of the 2021 target).
- The Service London Portal was used by Londoners over 13,000 times, representing a 139% increase over 2020. This rapid growth can largely be attributed to the new London.ca (that launched in the fall of 2020) that more prominently promotes the portal. In 2021, Service London also implemented a survey on the portal to measure customer satisfaction with the platform. This data will help drive improvements to enhance the customer experience and continue to increase user adoption of the portal.
- Access to digital billboards continues to extend the reach of City and community-based messaging and content to Londoners. Some local community not for profit groups as well as community partners have also used them for promotional purposes.
- As part of the preparation for the 2022 Budget Update during 2021, Civic Administration undertook an extensive review of opportunities for potential budgetary reductions in light of the anticipated tax levy increase for 2022. As part of this process, approximately 25 different budget areas/lines were identified which yielded budget reductions totaling almost \$6.5 million for inclusion as budget amendments in the 2022 Budget Update.
- Civic Administration also implemented a variety of process improvements in 2021 including, among others: combination and streamlining of the property tax, water and wastewater and treatment budget documents, development of enhanced Environmental, Social and Governance (ESG) reporting for inclusion in the City's 2022 Budget Update materials, full implementation of reloadable payment cards for social assistance recipients who are unable to open or maintain a bank account, etc.
- Council directed Civic Administration in 2020 to initiate an update of the Master Accommodation Plan (MAP) and re-evaluate corporate space requirements to explore alternative work strategies and long term impacts on work space requirements resulting from the COVID-19 pandemic. Civic Administration completed and presented an update of the Master Accommodation Plan to include alternative work strategies for the Strategic Priorities and Policy Committee on October 19, 2021 which included recommendations regarding long-term space requirements based on the implementation of alternative work strategies on a more permanent basis. Council approved the MAP and implementation of alternative work strategies that will guide overall space needs and will result in space savings of approximately 20%. The implementation and transition to the alternative work strategies will be completed through pilot projects for select service areas to test and adjust processes through a transition plan to long-term permanent implementation.

Challenges experienced

- Finding, attracting, and retaining top-tier Information Technology talent.
- Management of the ever-evolving Information Security threat environment.
- Managing the rate of technology change and the associated increase in complexity across the computing environment.
- A surge in Ontario Works applications was experienced in the fall resulting from the decrease in Federal Benefits relating to COVID-19.
- While the majority of London's residents say they are satisfied with the overall level and quality of services provided by the City, this number has decreased slightly compared to 2019 (89%). It will be important to closely monitor this data to determine if this decline is related to impacts to services during the pandemic or indicative of a trend. Service Areas also continue to closely monitor service specific data that is collected such as contact centre performance data, satisfaction with recreation facilities and programming, etc.
- Promoting and strengthening continuous improvement practices has been challenging in a time of COVID-19 due to a hybrid work environment and constant changes with provincial health and safety guidelines regarding service delivery models.

Solutions to be implemented

- Work continues in 2022 to improve the redundancy and recoverability of Corporate data and supporting applications
- Infrastructure platform and application updates – Virtual Computing platform, databases, network, GIS, Business Intelligence platforms, FireCAD, Building Automation Systems, JD Edwards, Kronos, VTAX, Dynamics CRM 365 and Service London Portal.
- Improved information sharing and customer response remains a focus via website updates and Service London procedures.
- The Strategy and Innovation team continues to promote and support the use of virtual tools for Service Area improvements. Check-in sessions have been scheduled during training and rapid improvement events to ensure improvements remain in scope and on time to completion. To raise awareness of improvement sessions and promote grassroots continuous improvement, the Strategy and Innovation team has increased the availability of White, Yellow and Green Belt training which will promote and strengthen continuous improvement practices. The team will also be offering additional training that will include practical sessions on how to facilitate Rapid Improvements which will raise awareness and comfort with the virtual tools, resulting in greater participation in continuous improvement workshops. We continue to take the 'I do, we do, you do' approach that will enable us to move from basic awareness to regular practitioners within the Corporation.

Data limitations experienced

- The number of winter storms with an improved response is below target because there were no winter events that required sidewalk snowplowing in October to December 2021 when this improved service commenced. Improved service has been provided in response to storms in 2022.

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

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
Increase the diversity of the city’s workforce.	Update and implement an Equity and Inclusion Plan.	% of new hires that identify as women (CMO, ES)	95	Actuals	N/A
		% of new hires that identify as LGBTQ+ (CMO, ES)	21	Actuals	N/A
		% of new hires that identity as Indigenous People (CMO, ES)	1	Actuals	N/A
		% of new hires that identify as racialized (CMO, ES)	48	Actuals	N/A
		% of new hires that identify as People with Disabilities (CMO, ES)	22	Actuals	N/A
		% of new hires that identify as Immigrants (CMO, ES)	36	Actuals	N/A
Attract and retain a talented workforce.	Develop and implement a People Plan.	Metrics TBD through the development of the Plan (ES)	TBD	TBD	N/A
Maintain a safe and healthy workplace.	Develop and implement a People Plan.	Metrics TBD through the development of the Plan (ES)	TBD	TBD	N/A
Maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term.	Plan, conduct and support annual internal and external audits.	# audits completed (FS)	8	8	0 / 0%
	Continue to ensure the strength and sustainability of London’s finances.	# of consecutive years the Aaa credit rating is maintained (FS)	45	45	0 / 0%
		Debt financing as a percentage of the lifecycle renewal capital budget (FS)	1%	1%	0 / 0%
		Debt servicing costs as a percentage of total revenues (FS)	4.6%	4.8%	-0.2% / -4%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
	Establish and monitor targets for reserves and reserve funds.	% of reserve and reserve fund targets established and monitored (FS)	51%	80%	-29 / -36%
	Maximize investment returns, adhering to the City's investment policy.	# bps (basis points) excess actual investment returns compared to the relevant market benchmarks (FS)	114 bps	5 bps	109 / 2,180%
	Review and update the City's financial strategic planning, principles and policies.	% of Strategic Financial Plan update completed (FS)	15%	35%	-20% / -57%
	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	% variance between actual average annual tax levy, water and wastewater rates compared to approved Multi-Year Budget (FS)	Property Tax Supported = % Water = % Wastewater & Treatment = (0.2%)	0% 0% 0%	0 / 0% 0 / 0% -0.2
	Adhere to City of London limit on authorized debt (internal debt cap)	< = 0 Actual debt authorized compared to internal debt cap (FS)	-\$475,000	< = 0	-\$475,000
	Develop tax policy to align with Council priorities of the Strategic Plan.	< City of London Commercial tax ratio compared to average Provincial Commercial tax ratio (FS)	1.91	1.7858	-0.1203 / -7%
		< City of London Industrial tax ratio compared to average Provincial Industrial tax ratio (FS)	1.91	2.3209	0.4109 / 18%
		< City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio (FS)	1.7119	1.7557	0.0438 / 3%

Expected Result	Strategy	Metric	2021 Actual	2021 Target	Difference as a # and %
		Average tax increases by property class including education (FS)	Res.3.0 % Multi 3.1% Farm 2.6% Comm. (8.3) % Industrial (8.3)%	3.4%	0.4% / 11.8%
		Metric TBD pending the tax policy strategy (FS)	TBD	TBD	N/A
Enhance the ability to respond to new and emerging technologies and best practices.	Deliver and maintain innovation digital solutions to increase efficiency and effectiveness across the Corporation.	# digital solutions delivered (ES)	61	50	11 / 22%
		# Lessons Learned Outcomes communicated to ITS Project Managers (ES)	321	250	71 / 28%
		% of digital solutions that resulted in an increase in efficiency and/or effectiveness (ES)	95%	95%	0 / 0%
		% of time spent on projects (ES)	46%	45%	1 / 2%
		% paperless trials (Provincial Offences Court) (LS)	95%	75%	20 / 27%
		% of disclosure requests available electronically (Provincial Offences Court) (LS)	95%	30%	65 / 216%
		% progress towards completion of digital application tracking initiatives (P&ED)	25%	75%	-50 / -67%

Success stories from 2021

- Over 100 processes were digitally transformed through the delivery of CMMS for the Sewer and Water Operations Divisions resulting in greater service delivery efficiency and improved analytics.
- Successfully led and completed several technology transformational projects for the London Fire Department. Completed the deployment of ICO Technologies for People Management, Address Management, Fire Prevention, Fire Suppression and LFD internal support resulting in improved Fire Services delivery for Londoners.
- Completed several projects for the Roadway Lighting and Traffic Control Department associated with the delivery of the advanced traffic management system. This system will improve how traffic flows and how residents move throughout London.

- Supporting our most vulnerable residents, ITS completed two phases of the Social Assistance Modernization Payment Initiative. The first phase updated the legacy application and infrastructure components and digitized a number of business paper processes. The second phase build on the new infrastructure by introducing new functionality for the Reloadable Payment Card Initiative and the management of cards.
- ITS improved city-wide customer service through the deployment of 42 enhancements to the CRM system and Service London.
- Created and deployed a public-facing web application where property owners could access information on the details of any current tax bills issued by the City resulting in increased access to information for London residents.
- Updated JD Edwards foundation and dependencies to be supported for the next 18 months. Transitioned to paperless paystubs as well as enhanced accounts receivable invoice and statement processes.
- Updated to latest Kronos release and 20 associated interfaces.
- Installed hardware and assisted with related processes to support remote courtroom proceedings at the POA facility.
- Completed framework for Corporate Communications strategy that was endorsed by the Senior Leadership Team in December 2021.
- Delivered internal community engagement forum focused on digital engagement best practices during COVID-19.
- The City of London maintained the Aaa credit rating, the highest possible rating, for the 45th consecutive year in 2021.
- The average annual tax levy increase of 3.8% (as approved through the 2020-2023 Multi-Year Budget) was maintained through the 2021 Budget Update process. It should also be noted that the planned average annual water rate increase was also maintained at 2.5% year, while the average annual wastewater and treatment rate increase was reduced slightly by 0.2%/year on average due to the delayed implementation of a previously planned 2020 rate increase that was not implemented until 2021. This delay was made possible by the receipt of Safe Restart Funding from the Federal and Provincial governments.
- Council received and approved an updated Investment Policy in 2021, which was the prerequisite to the implementation of the City's revised Investment Strategy. This strategy, with a focus on maintaining the purchasing power of invested funds, should assist with continuing to generate excess investment returns in excess of the relevant benchmarks.

Challenges experienced

- The new hire metrics are based on a voluntary self disclosure. Due to that the actuals may be higher if all new hires chose to disclose.
- The modernization of legacy applications and associated Service Area business processes.
- How to best leverage cloud opportunities and maximize redundancy given the associated pressure on operating finances.
- Increased expectations and demand for complex integrations across multiple applications.
- Greater need for data analytics opportunities and translating analytic outputs into enhanced management decision making.
- Setting of a multi-year tax policy strategy became complicated with reassessment being postponed as a result of COVID-19. Depending on how (phase-in) and when (valuation year used), reassessment impacts on property classes, unknown at this time, will end up shaping the setting of future tax policy.
- Due to staff turnover, the rationalization and target-setting report for the City's Special Projects and New Initiatives category of reserves and reserve funds was not brought forward to Council in 2021 as planned.
- The update of the Strategic Financial Plan (Framework) has been delayed due to other priority work related to monitoring and responding to COVID-19 financial impacts, noting that some foundational elements for the update of the Strategic Financial Plan (Framework), including review of the City's internal debt cap, was completed in 2021.

Solutions to be implemented

- SharePoint Online migration, Building Portal Phase 2, Enhancements to CRM and Service London Portal, Digital Signatures, HRIS, JD Edwards PerfectMind Interface, JD Edwards Loans Program, Partho Expansion for Mobile Inspections.
- Civic Administration intends to bring the Special Projects and New Initiatives Reserves and Reserve Funds Rationalization report forward in the first half of 2022, with the subsequent rationalization report targeted for the second half of 2022.
- The compilation and review of the remainder of the Strategic Financial Plan (Framework) is now anticipated to occur in 2022, in advance of the development of the 2024-2027 Multi-Year Budget.

Data limitations experienced

- In some cases, implementation measures need to be set in the development of the strategy and/or plan.

Appendix B – May 2022 Semi-Annual Progress Report

May 2022 Semi-Annual Progress Report

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

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

Complete (purple checkmark): action is done

On Target (green arrow pointing up): action is ongoing or completed annually; action is in progress and is on target to be complete by the target end date; action is not yet started but is on target to be complete by the target end date

Caution (yellow square): action is delayed by one quarter; action has been flagged as possibility not being completed by the target end date

Below Plan (red arrow pointing down): action is delayed by two quarters or more

Not Started (blue circle): action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan.

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

Service Areas Acronyms

The May 2022 Semi-Annual Progress Report references the Service Areas responsible for each metric. The acronyms and associated definitions are included below:

BIAs: Business Improvement Areas

CMO: City Manager's Office

CGM: Covent Garden Market

E&I: Environment and Infrastructure

ES: Enterprise Supports
FS: Finance Supports
HDC: Housing Development Corporation
LEDC: London Economic Development Corporation
LMCH: London Middlesex Community Housing
LPL: London Public Library
LPS: London Police Service
LS: Legal Services
LTC: London Transit Commission
MLHU: Middlesex-London Health Unit
NCWS: Neighbourhood and Community-Wide Services
P&ED: Planning and Economic Development
SHD: Social and Health Development

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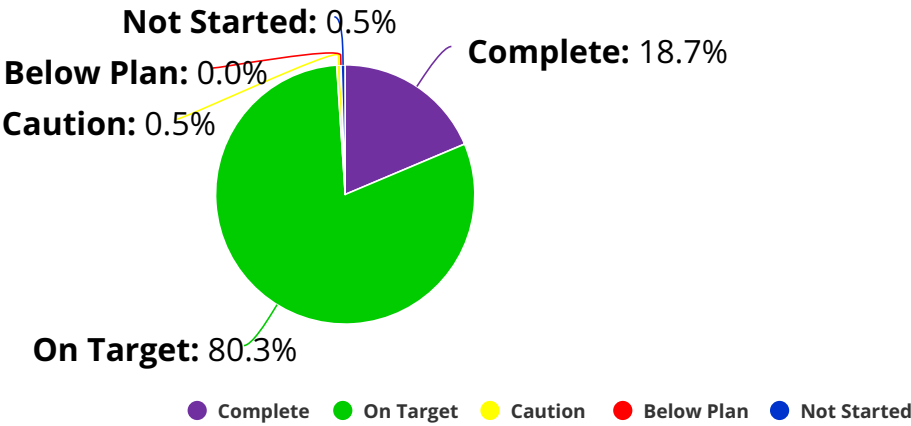
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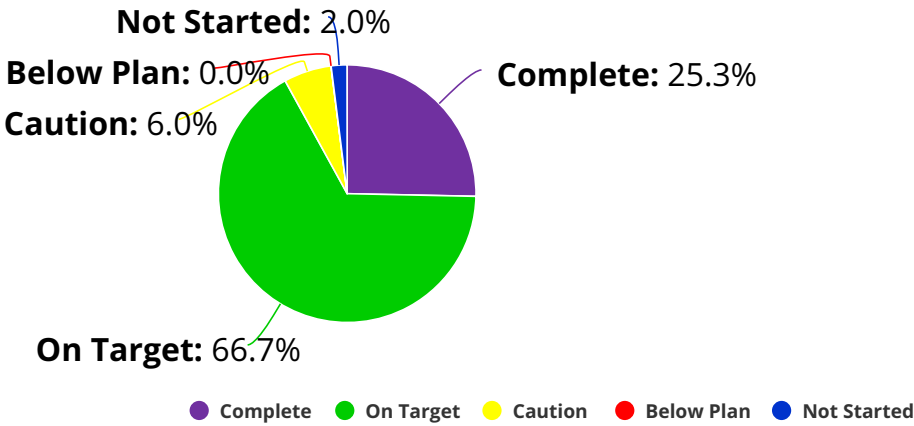
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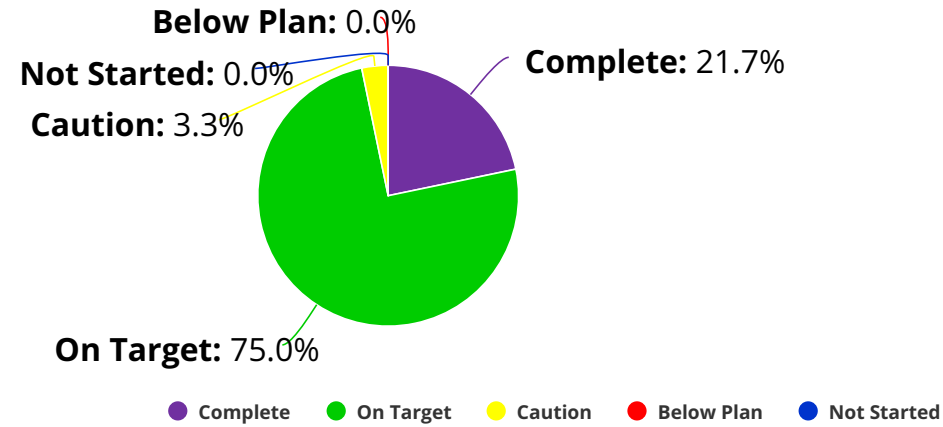


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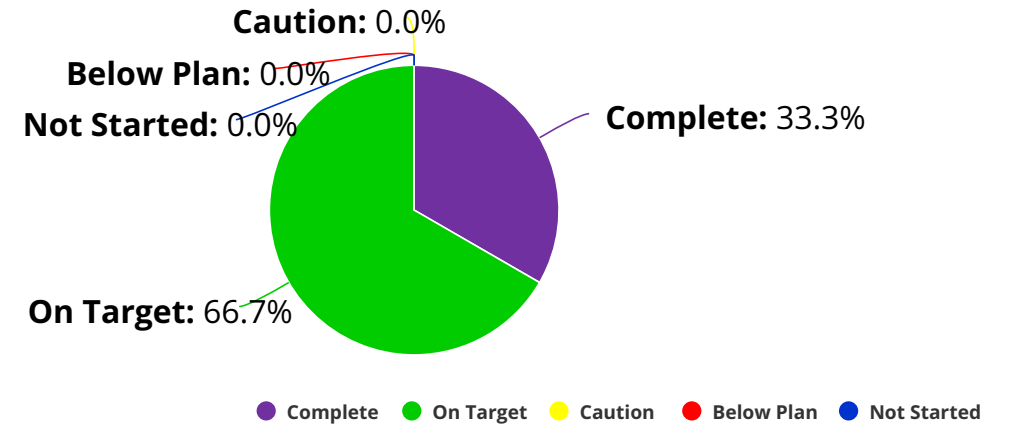
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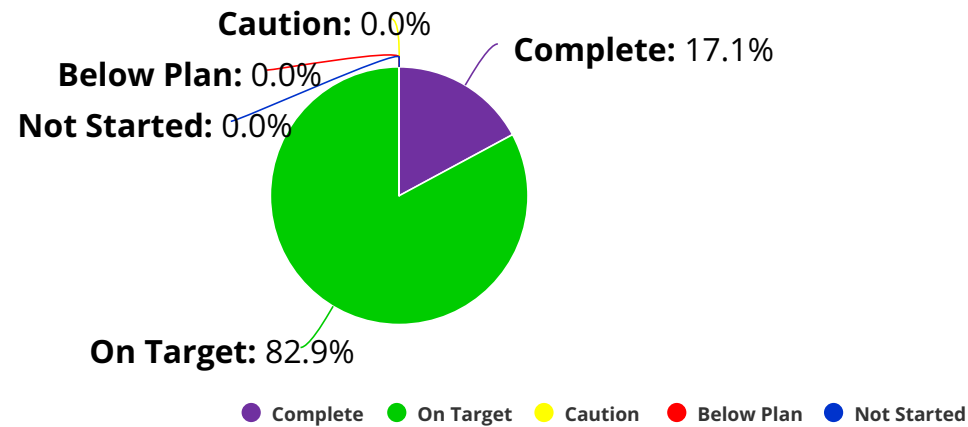
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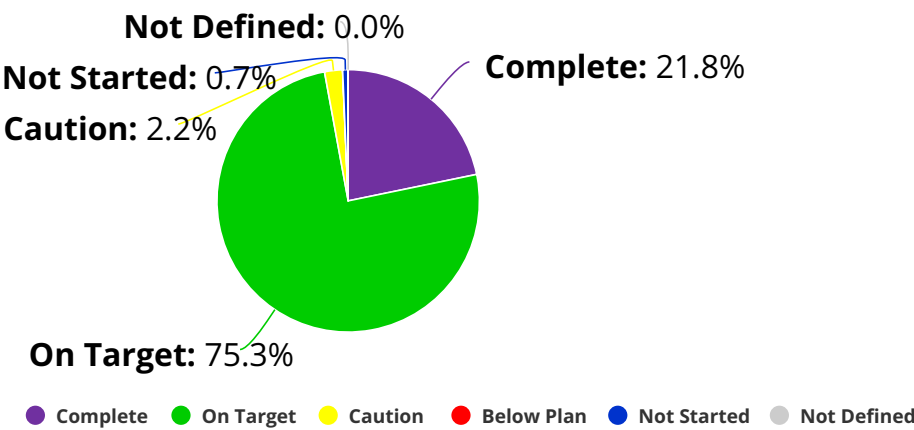
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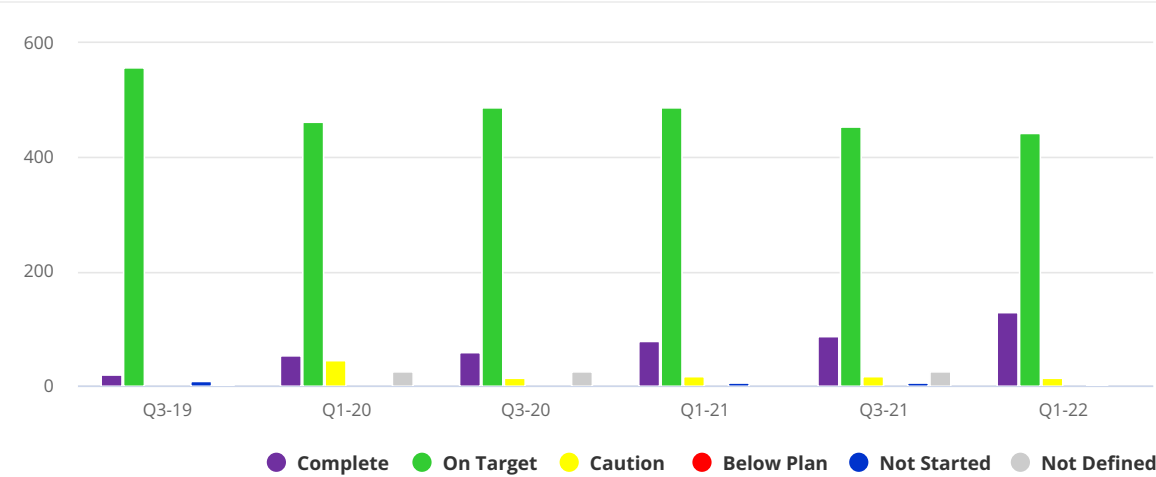


Strategic Plan - Results



This pie chart shows the percent of strategic plan results overall that are tracking.

Progression over time



Metric Data

Last Calculated 1 minute ago

Period	—	Status	Complete	On Target	Caution	Below Plan	Not Started	Not Defined
Q3-19	—	Not Defined	20	557	0	0	9	2
Q1-20	—	Not Defined	54	462	46	0	0	26
Q3-20	—	Not Defined	60	487	15	0	0	26
Q1-21	—	Not Defined	78	487	17	0	5	1
Q3-21	—	Not Defined	88	454	17	0	5	24
Q1-22	—	Not Defined	128	443	13	0	4	0
Q3-22	—	Not Defined	0	0	0	0	0	588
Q1-23	—	Not Defined	0	0	0	0	0	588
Q3-23	—	Not Defined	0	0	0	0	0	588

Introduction

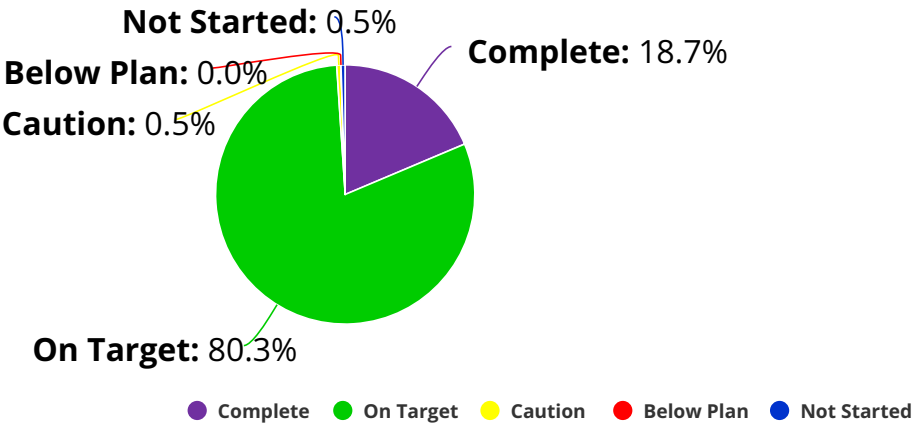
STRENGTHENING our Community

OUTCOMES:

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



Strengthening Our Community - Progress
Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:





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


















Below Plan: Action is delayed by 2 quarters or more



















Not Started: Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
CATEGORIES						
Londoners have access to the supports they need to be successful.						
Increase affordable and quality housing options	Establish and revitalize community housing through a Regeneration Plan.	 Develop and implement LMCH's Community Development and Tenant Engagement Strategy.	• LMCH	12/31/23	LMCH has moved key elements of the Community Development and Tenant Engagement work forward including the creation of the Tenant Advisory Committee, hiring of community safety staff, the work to support 'Reimagine Southdale' and tenant surveys. This work will continue to inform the development of the strategy.	
		 Develop and implement LMCH's Regeneration Strategy.	• LMCH	12/31/23	LMCH's Southdale location is the lead site selected for regeneration. The architect has been selected for this work providing initial drawings and construction estimates. LMCH is working on project financing options and will be submitting for planning approvals in 2022. A RFP will be used to select a firm to create the LMCH Regeneration Strategy in 2022.	
		 Explore alternative corporate structures, including: Articles of Incorporation and Shareholder Declaration.	• LMCH	12/31/21	The Board Governance Review was completed in late 2020. Through this review, the LMCH Board proposed amendments to the Shareholder Agreement to increase the composition of the Board to 9 Directors, 2 of whom shall be tenants of LMCH. A subcommittee of the Board was created which included members of the Board, civic administration, and community members. The subcommittee developed guiding principles for the Board recruitment process and made recommendations back to the Shareholder for consideration. New Directors representing LMCH tenants and the community were appointed to the LMCH Board in July 2021.	
Increase affordable and quality housing options	Increase supportive and specialized housing options for households experiencing chronic homelessness.	 Develop Coordinated Access System for individuals and families experiencing homelessness prioritizing individuals and families with the highest need to the most intensive resources.	• SHD	12/31/23	The City of London has achieved the implementation of a coordinated access system. We have met the Federal timeline of March 31, 2022 to have a system in place and have been recognized by the Built for Zero initiative as having a basic coordinated access system.	









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Continue to fund service providers to administer Homeless Prevention Housing Allowances for individuals and families experiencing chronic homelessness to support moving from homelessness to housing stability.	<ul style="list-style-type: none"> • SHD 	12/31/23	The City of London continues to support individuals and families experiencing homelessness or those at risk of homelessness in providing housing allowances to ensure an individual's housing stability. Programs are contracted to provide allowances/supplements to address the economic challenges many individuals face in the current rental market.	
		 Partner strategically with key stakeholders to ensure that chronic homelessness is a priority for intake to supportive housing units.	<ul style="list-style-type: none"> • SHD • P&ED 	12/31/23	HDC and Housing Stability Services have a partnership to develop affordable housing with tenants to be matched from the Coordinated Access lists. Partnerships are being formed with other non-profit and private developers so that they may enter into a tenant placement agreement to match their future tenants with those from the Coordinated Access list.	
		 Establish a regular cycle for specialized housing new unit development supporting one specialized build every two years.	<ul style="list-style-type: none"> • P&ED 	12/31/23	The development currently under construction at 403 Thompson Road will have tenants matched from the City's Coordinated Access list.	
		 Invest through an annual contribution to a capital reserve to leverage other funding supporting new bi-annual development.	<ul style="list-style-type: none"> • P&ED 	12/31/23	All Council approved affordable housing investments are placed in the New Affordable Housing Reserve Fund RESF33.	
Increase affordable and quality housing options	Strengthen the support for individuals and families in need of affordable housing.	 Develop and implement New Housing Supplement Program to support individuals and families.	<ul style="list-style-type: none"> • SHD 	12/31/23	With the municipal reorganization in 2021, this item has been included in the housing allowance program and when additional resources are available i.e.. Roadmap to 3,000 units, the supplements/allowances are administered through the existing programs to assist Londoners.	
		 Develop and implement the Homeless Prevention and Housing Plan for London & Middlesex County.	<ul style="list-style-type: none"> • SHD • P&ED 	12/31/23	Council approved the City's housing stability action plan in Dec 2020. This plan is currently being implemented with annual updates provided to council on the progress of the implementation. The next update will be received by Council in June 2022.	
		 Improve and implement LMCH's tenant survey.	<ul style="list-style-type: none"> • LMCH 	3/31/20		
		 Complete LMCH's 2017-2020 Strategic Plan	<ul style="list-style-type: none"> • LMCH 	12/31/23	LMCH continues to follow the strategic direction, goals and objectives set in the 2017-2020 Strategic Plan to guide organizational decisions until the new strategic plan is approved by the Board.	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Envision and establish a new LMCH strategic plan.	<ul style="list-style-type: none">LMCH	3/31/22	<div></div>	LMCH has started the process to develop the next strategic plan. The process to develop the plan will engage key stakeholders throughout the process and will be brought to the Board of Directors for approval in late 2022. Proposed new end date: 12/31/2022.
		 Regular maintenance of facility/housing inventories for correspondence, inspection work, health hazard investigations, community collaborations. PHIs provide public health interventions for clients living in substandard living conditions or individuals who are at increased risk to adverse health outcomes at facilities where they are exposed. Interventions also include providing education and awareness, inspection and investigation work and assistance through collaboration, community referrals.	<ul style="list-style-type: none">MLHU	12/31/23	The Middlesex London Health Unit continues to maintain an active inventory of housing where there is jurisdiction for inspection work. Interventions including: <ul style="list-style-type: none">- the provision of education and awareness through consultation, and in collaboration with the city of London property standards division to mitigate housing related deficiencies in rental units- participation on the Vulnerable Occupancy Protocol working group- regularly conducting risk assessments to determine on-site visits to verify the presence of identifiable health hazards in our community and work towards mitigation.	
Increase affordable and quality housing options	Utilize innovative regulations and investment to facilitate affordable housing development.	 Affordable housing Community Improvement Plan completed.	<ul style="list-style-type: none">P&ED	12/31/21	The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. This adoption included two loan programs to assist in the development of affordable housing: Affordable Housing Development Loan Program and Additional Residential Unit Loan Program.	
		 Establish CIP fund for advancing new affordable housing.	<ul style="list-style-type: none">P&ED	3/31/21	The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. This adoption included two loan programs to assist in the development of affordable housing: Affordable Housing Development Loan Program and Additional Residential Unit Loan Program.	
		 Affordable Housing Development Toolkit completed.	<ul style="list-style-type: none">P&ED	12/31/20	Completed in 2020.	
		 Inclusionary Zoning By-law completed.	<ul style="list-style-type: none">P&ED	9/30/22	Project has been initiated and consultant retained.	
		 Implement Closed School Strategy.	<ul style="list-style-type: none">P&ED	12/31/23	Implementation is ongoing.	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Analyze all available surplus school lands (and other similar government/strategic lands) for potential development, inclusive of affordable housing, in accordance with Council policy.	• P&ED	12/31/23		
		 Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands.	• P&ED	12/31/23		
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Create more purpose-built, sustainable, affordable housing stock in London.	 Increase affordable housing stock through the creation of new units in partnership with community partners and developers.	• P&ED	12/31/23	The Housing Development team continues to work with non-profit and private developers to create more units. 122 Base Line Road West welcomed 61 new tenants starting February 2022. 403 Thompson started construction in 2022 for 44 units. City owned lands are currently being prepared at 345 Sylvan Street for 42 units. The City is working closely with the SoHo Alliance on 400 new affordable housing units. Work is still underway to acquire affordable units through Section 37 Bonusing, which is set to end in September 2022.	
		 Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City).	• P&ED	12/31/21	This action was not funded through the Multi-Year Budget.	
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Implement coordinated access to mental health and addictions services and supports.	 Continue to implement and monitor approaches aimed at housing stability for individuals and families experiencing chronic homelessness.	• SHD	12/31/23	The City continues to expand and create new partnerships with community stakeholders to support individuals with mental health and addictions challenges. The work through the No Fixed Address program has supported a continuous improvement in avoidable discharges from hospital to homelessness. Additional partnerships with the Children's Aid Society, Developmental Services and Corrections facilities related to discharge planning have been started in 2021-22 to help avoid individuals discharged into homelessness from institutions.	
		 Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	• SHD	12/31/23	London continues to utilize the Homeless Individual and Family Information System to monitor shelter intake and discharge trends. The work being undertaken in the coming years around shelter transformation will provide input and improvements to emergency shelter service delivery in London.	
		 Implement a Coordinated Access System for individuals and families experiencing homelessness.	• SHD	12/31/23	The City of London has achieved the implementation of a coordinated access system. We have met the Federal timeline of March 31, 2022 to have a system in place and have been recognized by the Built for Zero initiative as having a basic coordinated access system.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Improve emergency shelter diversion and rapid re-housing practices.	 Implement strategies aimed at reducing chronic emergency shelter use. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	<ul style="list-style-type: none"> SHD 	12/31/23	The City continues to prioritize individuals who are chronically homeless in shelter with housing and support resources. Individuals who are in shelter and experiencing chronic homelessness are routinely matched to available housing and housing support resources when available.	
		 Build upon and strengthen diversion and rapid re-housing practices. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	<ul style="list-style-type: none"> SHD 	12/31/23	Housing support programs continue to rapidly re-house individuals to ensure an individual's experience of homelessness is prevented or minimized. Shelter diversion rates through the City's coordinated access system remain steady even as call volumes have increased in 2022.	
Support improved access to mental health and addictions services	Strengthen and support the mental health and addictions system.	 Implement the Community Mental Health and Addictions Strategy for London.	<ul style="list-style-type: none"> SHD 	12/31/23	City staff continue to support the implementation of the community mental health and addictions strategy.	
		 Support training opportunities for health and other professionals about addiction, harm reduction, and injection drug use.	<ul style="list-style-type: none"> MLHU 	12/31/23	There continues to be requests by health care professionals for education and training about harm reduction, addictions and injection drug use.	
		 Provide opportunities for community members and organizations to learn about substance use, harm reduction, addictions and stigma around drug use.	<ul style="list-style-type: none"> MLHU 	12/31/23	Eligible organizations received education and resources on naloxone and overdose. Information regarding cannabis, alcohol and other drugs is available on the Middlesex London Health Unit website.	
		 Advocate for and support cultural safety and trauma-informed care training to agencies and organizations.	<ul style="list-style-type: none"> MLHU 	12/31/23	The Middlesex London Health Unit continues to provide training for staff.	
		 Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London.	<ul style="list-style-type: none"> MLHU 	12/31/23	Focus throughout the pandemic has been to educate and connect clients to treatment pathways instead of the general public.	
		 Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs.	<ul style="list-style-type: none"> MLHU 	12/31/23	Throughout the pandemic there was a slight decrease in visits to the Consumption & Treatment Services site but an overall increase in opioid overdoses and referrals to services such as primary care, housing, addiction services, mental health, access to food, wound care, and testing.	
		 Provide a space for clients to connect with community services (e.g. housing supports, mental health, addiction services) and peer support services as requested.	<ul style="list-style-type: none"> MLHU 	12/31/23	Space is provided in The Middlesex-London Health Unit (i.e. Sexual Health Clinic, Needle Syringe Program). Clients can also connect with these services when meeting with the Outreach Team in the community. There is also space in the AfterCare room at the Consumption and Treatment Services location for clients to connect to community services.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Provide referral to health and social services in the community as needed.	<ul style="list-style-type: none"> MLHU 	12/31/23	Clients seen in Sexual Health Clinic, Needle Syringe Program and Outreach Clients are referred to health and social services, if requested by the client. Clients who access the Consumption and Treatment Services are also provided referrals to housing, addiction services, mental health, primary care, the Middlesex-London Health Unit and Outreach Team, if requested.	
		 Establish trusting relationships with clients.	<ul style="list-style-type: none"> MLHU 	12/31/23	The Sexual Health Clinic provides confidential services to clients in both the clinic setting and case management of sexually transmitted infections. The Needle Syringe Program provides services anonymously.	
		 Provide access to Naloxone.	<ul style="list-style-type: none"> MLHU 	12/31/23	The Middlesex London Health Unit provides naloxone to 37 eligible community organizations. The organizations include; withdrawal management, shelters, AIDS Service Organizations, Community Access Centres, Outreach teams, police, fire, EMS and hospitals.	
		 Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment.	<ul style="list-style-type: none"> MLHU 	12/31/23	There is currently one fixed site at Regional HIV/AIDS Connection, one mobile van, and 18 satellite locations in Middlesex-London.	
		 Collaborate across service areas in the City of London and with community partners.	<ul style="list-style-type: none"> SHD 	12/31/23	The Diversion Pilot was extended to June 2022 - working with LPS, HSS and LS in partnership with London CAREs Project Clean Slate - cooperation with Core Area Action Plan.	
		 Maintain and strengthen collaborative efforts of Informed Response.	<ul style="list-style-type: none"> SHD 	12/31/23	CIR continues to partner with local businesses and support agencies to increase collaboration opportunities to support those living unsheltered. Continued work with the COAST program, increased collaboration with business improvement associations in the core and a continuation of the City's outreach strategy as implemented by the coordinated informed response program are ongoing in 2022.	
		 Strengthen partnership with Canadian Mental Health Association (CMHA).	<ul style="list-style-type: none"> LPL 	12/31/23	London Public Library has established a partnership agreement with the Canadian Mental Health Association to have a full time case worker who will work 4 days a week at the Central Library and 1 day a week at the Crouch Library.	
		 Continue partnerships with post secondary institutions and community service providers (e.g. London CARES).	<ul style="list-style-type: none"> LPL 	12/31/23	The Library continues to build and strengthen relationships and partnerships with organizations, such as London Cares, Community Outreach and Support team, etc.	










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease the number of London residents experiencing poverty	Continue to support and develop collaborative approaches to end poverty.	 Support programs and initiatives aimed at ending poverty such as London for All, London's Child and Youth Network, and Bridges Out of Poverty/Circles.	<ul style="list-style-type: none"> • SHD • NCWS 	12/31/23	2,473 London Good Food Boxes distributed, 473 were subsidized and went to schools in high priority neighbourhoods. 90 donated cell phones were distributed by 9 Child and Youth Network partners to residents experiencing poverty. <u>Life Stabilization</u> <ul style="list-style-type: none"> • Getting Ahead & Circles program continued throughout the pandemic - mainly virtual • 566 community members trained through "ReThink Poverty" sessions in 2021 	
		 Report London's poverty rate annually.	<ul style="list-style-type: none"> • SHD • NCWS 	6/30/23	This is reported every other year. The next scheduled report will be available in 2023.	
Increase opportunities for individuals and families	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	 Reviews of reported sexual assaults.	<ul style="list-style-type: none"> • LPS 	12/31/23	An in-person meeting with community partners was held in April 2022 to review 8 cases.	
		 Develop protocol for response to specific communities under specific circumstances.	<ul style="list-style-type: none"> • LPS 	12/31/21	Several initiatives were implemented in 2021 following the automation of the referral process to Victim Services Middlesex London in late 2020. The victim referral template was further enhanced and a QR code business card was also developed for victims that navigates their smartphone to victim information. A Hate Crime Constable position was created in early 2022. In addition, it is anticipated that a Sergeant position dedicated to diversity and outreach will be created in 2022. The LPS also joined an Anti-Islamophobia committee with City of London and partners.	
		 Deliver diversity and inclusion training to all members.	<ul style="list-style-type: none"> • LPS 	12/31/19		
Increase opportunities for individuals and families	Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	 Increase targeted purchasing to reduce wait times for high demand materials.	<ul style="list-style-type: none"> • LPL 	12/31/23	This initiative is well established and the Library continues to monitor all wait times for various formats and make adjustments to reduce wait times.	
		 Advocate in partnership with the Canadian Urban Libraries Council (CULC) for competitive market pricing on e-resources.	<ul style="list-style-type: none"> • LPL 	12/31/23	London Public Library continues to be an active partner in this Canadian Urban Libraries Council initiative.	
		 Strengthen and expand partnerships with First Nations and Indigenous service partners.	<ul style="list-style-type: none"> • LPL 	12/31/23	London Public Library's Program and Outreach Department partnered with Western's Office of Indigenous Initiatives to host local author and knowledge keeper, Eli Baxter series Reclaiming Traditional Knowledge, Reconnecting with Ourselves.	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Increase materials in the collection that reflect Indigenous knowledge and culture.	<ul style="list-style-type: none"> LPL 	12/31/23		
		 Continue to offer relevant programs in partnership with First Nations.	<ul style="list-style-type: none"> LPL 	12/31/23	Working with the City of London's Anti-Racism and Anti-Oppression Division to participate in city-wide events.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase opportunities for individuals and families	Improve access to licensed child care and early years opportunities.	 Implement the London-Middlesex Child Care and Early Years Service System Plan 2019 - 2023.	<ul style="list-style-type: none"> SHD 	12/31/23	<p>The 2019-2023 London-Middlesex Child Care and Early Years Service System Plan was developed through extensive community engagement, including feedback from 1,730 parents and caregivers; it was approved by Municipal Council in June 2019.</p> <p>Below are key accomplishments for the reporting period:</p> <ul style="list-style-type: none"> Supported 19 centre-based and 3 home-based licensed child care operators to provide Emergency Licensed Child Care to 365 children of essential workers during the elementary school closure period in January 2022. Prioritized child care fee subsidy to support children's access to high quality early learning opportunities and support caregivers' ability to pursue employment or education. Through these efforts, there was no waitlist for eligible families seeking fee subsidy during this time period. Delivered pandemic-focused supports and investments to support child care operators; by March 2022, 99% of licensed child care sites were operational. Worked with Early Years operators to support delivery of in-person early years services to over 6,800 children and 5,600 parents/caregivers. Celebrated the launch of programming in Nshwaasnangong Child Care and Family Centre in partnership with the site lead, Southwest Ontario Aboriginal Health Access Centre. Nshwaasnangong features child care space for 88 children and EarlyON programming rooted in Language and Spirit. Engaged operators to co-develop a Provincial Workforce Planning strategy designed to increase recruitment and retention of a high quality early years workforce in London and Middlesex; implementation begins in Q2. Welcomed the historic signing of the Canada Wide Early Learning and Child Care Agreement between the Federal and Provincial governments. The agreement aims to provide Ontario families with greater access to child care and early learning opportunities through: the reduction of licensed child care fees; increased access to licensed child care spaces; additional support for the early learning workforce; and other targeted supports. 	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners.	<ul style="list-style-type: none"> • SHD 	12/31/23	Implementation of the 2019-2023 London- Middlesex Child Care and Early Years Service System Plan is on track; a progress report will be shared with the community in Fall 2022.	
Increase opportunities for individuals and families	Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	 Implement London's Child and Youth Agenda 2017 - 2021.	<ul style="list-style-type: none"> • NCWS 	12/31/21	<p>Engaged 233 registered professionals at the 11th Family Literacy Conference, with a focus on storytelling featuring Indigenous children's authors and a local storyteller champion.</p> <p>Partners supported the transition and onboarding of LUSO Community Services, the new lead agency for Family Centre Argyle.</p> <p>435 students participated in the Get Active school challenge, completing a combined total of 13446 hours of physical activity.</p> <p>103 families participated in physical activities through a Bingo game promoted by Child and Youth Network and Family Centres.</p>	
		 Implement the Age Friendly London Action Plan 2017 - 2020.	<ul style="list-style-type: none"> • NCWS 	12/31/21	Completed the Caregiving Strategies Program which equipped 40 caregivers with tools, resources, and peer support. Participants reported that the program increased their knowledge and confidence as caregivers.	
		 Evaluate Child and Youth Agenda 2017 - 2021 and the Age Friendly London Action Plan 2017 - 2020.	<ul style="list-style-type: none"> • NCWS 	12/31/21	<p>Completed evaluations of the Child and Youth Agenda and Age Friendly London Plan, using surveys of Network members and key informant interviews. Respondents reported that both plans and Networks have been successful in achieving intended outcomes.</p> <p>For the Child and Youth Agenda the top areas of impact were:</p> <ul style="list-style-type: none"> • Collaboration between partners; • Awareness campaigns; • Family Centres. <p>For Age Friendly London, the top areas of impact were:</p> <ul style="list-style-type: none"> • Access to information; • Overall Age Friendliness; • Communication between organizations and seniors; 	
		 Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	<ul style="list-style-type: none"> • NCWS 	12/31/22		











Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	<ul style="list-style-type: none"> NCWS 	12/31/23		
		 Continue participation in the Age Friendly Network and its initiatives.	<ul style="list-style-type: none"> LPL 	12/31/23		
		 Continue participation in Seniors satellite programs.	<ul style="list-style-type: none"> LPL 	12/31/23	Continue to work with City of London Recreation and Sport staff to restart Senior satellite at East London Library by July.	
		 Continue participation in the Child & Youth Network (CYN) and its initiatives.	<ul style="list-style-type: none"> LPL 	12/31/23	Staff continue to lead the Literacy Priority Table and participate on other Child and Youth Network priorities e.g. Family Centres.	
		 Expand STEM programming system wide.	<ul style="list-style-type: none"> LPL 	12/31/23	London Public Library staff provided Science, Technology, Engineering, and Math (STEM) programming in the virtual environment that were popular with children and families. Planning is underway for Summer In person Science, Technology, Engineering, and Math (STEM) programs.	
Increase opportunities for individuals and families	Increase programming and activities for residents and families at Dearness Home.	 Conduct enhancements to programming space.	<ul style="list-style-type: none"> SHD 	12/31/21	Construction of the Dearness Home auditorium addition was delayed in 2021 due to the Covid-19 Pandemic. The Architect's final draft and construction timetable for the auditorium expansion are complete and all work will be undertaken by prequalified vendors. Construction is scheduled to occur in June - July of 2022 and has a projected completion date of February 2023.	End date should be changed to 03/31/2023.
		 Deliver a multitude of programming and events to engage and mobilize residents and their families.	<ul style="list-style-type: none"> SHD 	12/31/23	<ul style="list-style-type: none"> The continuation of the pandemic into 2021 kept programming very individualized, however toward the end of 2021 programs expanded to small groups. The Essential Caregivers numbers increased to more than 500 along with a healthy increase in the General Visitor program. In the winter the recreation program expanded its tool kit with the purchase of a new Virtual Reality System for Seniors (VR). Virtual Reality is a fully immersive system that offers the user a 360-degree video that feels live and interactive. The VR system features over 40 tours, festivals, attractions from across Canada. Residents now have the new opportunity 'travel' outside of Dearness without ever leaving the Home'. The residents have also been pleased to see the re-opening of the Tuck Shop hosted by Dearness Home Auxiliary Volunteers. 	









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Improve the health and well-being of Londoners	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	 Install additional and update existing equipment to count pathway users.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Construct new pathways in new geographic areas and continue to maintain existing infrastructure.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs.	<ul style="list-style-type: none"> P&ED E&I 	12/31/23	Implementation and maintenance continues	
		 Complete Byron Valley Trail.	<ul style="list-style-type: none"> P&ED 	12/31/21	Trail was completed in 2021	
		 Implement Conservation and Restoration Master Plans.	<ul style="list-style-type: none"> P&ED 	12/31/23	Medway Valley Environmentally Sensitive Area Conservation Master Plan Approved - August 10, 2021	
		 Complete construction of the North Branch Gap and complete the EA for the Main Branch link- Springbank to Riverbend.	<ul style="list-style-type: none"> E&I 	6/30/22		
Improve the health and well-being of Londoners	Create programs and exhibitions to foster health and well-being.	 Continue to emphasize physical activity and physical literacy for residents of all ages and abilities through program opportunities.	<ul style="list-style-type: none"> NCWS 	12/31/23	Developed 100 new outdoor physical activity programs to be introduced in the Spring 2022 session focusing on outdoor participation. These include Trail Walking programs in three neighbourhoods (Hamilton Road, Argyle, and North London), and a rotation of pop-up adult fitness and yoga programs that will be held in various parks during the Spring and Summer sessions. This Spring session offers a total of 440 physical activity dry land programs each week.	
		 Expand staff training in regards to promoting recreation benefits and mental health.	<ul style="list-style-type: none"> NCWS 	12/31/23	Summer program Supervisors became trained in ASIST (Applied Suicide Intervention Skills Training) in March, and summer program staff will be trained in SafeTALK Suicide Prevention through LivingWorks this June.	
		 Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan.	<ul style="list-style-type: none"> NCWS 	12/31/23	Developed two new nature programs offered through community partnerships: a Little Gardeners program in early spring through Friends of Civic Gardens, and a hiking program for seniors this summer in the Hamilton Road neighbourhood through a partnership with the Thames Valley Trails Association.	
Improve the health and well-being of Londoners	Deliver health protection and promotion programs guided by population health surveillance.	 Surveillance, inspection, investigation, education, enforcement and reporting requirements with respect to infection prevention and control (IPAC).	<ul style="list-style-type: none"> MLHU 	12/31/23	Inspections of Personal Service Settings and Childcare settings have been significantly reduced since March 2020 due to pandemic workload. MLHU will be resuming routine inspections at the prescribed intervals by the end Q2 2022.	









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Immunization clinics at MLHU offices and school based clinics.	<ul style="list-style-type: none"> MLHU 	12/31/23	Letters to be sent to all school age students to catch them up on all publicly funded vaccines. Immunization opportunities are offered three times weekly at mass clinic sites, Middlesex London Health Unit offices and school based clinics. Encouraging uptake of COVID-19 vaccines at all Middlesex London Health Unit sites.	
		 <ul style="list-style-type: none"> Surveillance Awareness, Education and Training Risk Assessment and Inspection of food premises Complaint and outbreak investigation Food Recall DineSafe Disclosure Enforcement 	<ul style="list-style-type: none"> MLHU 	12/31/23	Due to the pandemic work outputs have been below traditional levels. The Food Safety program expects to be back to regular outputs in 2022.	
		 Inspections and enforcement of the Smoke-Free Ontario Act.	<ul style="list-style-type: none"> MLHU 	12/31/23		Due to increased tobacco and vapour product retailer non-compliance, a significant increase in complaints regarding youth vaping (nicotine and cannabis) on school property, and the return of large special events, the capacity of the Tobacco Enforcement Team is strained. Funding provided by the Province through the Ontario Cannabis Legalization Implementation Fund to support the enforcement was temporary in nature. Funding for the Middlesex London Health Unit is scheduled to end in 2022. Other sources of funding will have to be considered to support these activities beyond 2022.
		 Home visiting for women in the prenatal through to school entry period.	<ul style="list-style-type: none"> MLHU 	12/31/23	Home Visiting has continued throughout the pandemic based on client needs and nursing assessments.	








CATEGORIES






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










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase the number of residents who feel welcomed and included	Create inclusive engagement opportunities for Londoners.	 Recruit volunteers to lead the CDIS implementation process.	<ul style="list-style-type: none"> CMO 	12/31/23	The Community Diversity and Inclusion Strategy volunteer application continues to be available on the City of London website and is open to all residents.	
		 Work with volunteers and community partners to implement the CDIS.	<ul style="list-style-type: none"> CMO 	12/31/23	The Community Diversity and Inclusion Strategy working groups and leadership table continue to meet virtually on a regular basis to discuss community priorities and the work ahead.	
		 Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners.	<ul style="list-style-type: none"> CMO 	12/31/23	A general meeting with CDIS members was held in October 2021 to update them on work done to date and to discuss next steps for CDIS.	
		 Host and promote events (in-person and online) that celebrate diversity and foster relationships between newcomers and the receiving community.	<ul style="list-style-type: none"> CMO 	12/31/23	The London & Middlesex Local Immigration Partnership held the fifth annual All are Welcome Here event in recognition of the United Nations Day for the Elimination of Racial Discrimination, March 21st, with 179 people participating virtually.	
		 Report annually on the retention of newcomers to London.	<ul style="list-style-type: none"> CMO 	12/31/23	In 2019, London surpassed its targeted average annual retention rate of 70% of the total gross annual inflow of Newcomers by 19%.	The data used for this calculations lags by 2 to 3 years.
Increase the number of residents who feel welcomed and included	Strengthen understanding of and ability to engage in practices that promote cultural safety.	 Implementation of reconciliation plan.	<ul style="list-style-type: none"> MLHU 	12/31/23	The implementation of the reconciliation plan has been delayed by the pandemic; however, collaboration related to vaccination and contact tracing was significant and regular with all three local First Nations and with local Indigenous organizations.	
		 Health equity staff capacity building.	<ul style="list-style-type: none"> MLHU 	12/31/23	All new staff receive a mandatory Health Equity module during orientation and Indigenous Cultural Safety training is provided to all full-time staff. Additionally, Anti-Racism training as per the Anti-Black Racism Plan is currently being vetted and is on target to be implemented late 2022 or early 2023.	
		 Establish enterprise-wide approach to anti-racism and anti-oppression training, including Indigeneity, based on research, best practices.	<ul style="list-style-type: none"> CMO 	6/30/22	The Anti-Racism and Anti-Oppression Division is developing a Foundations training program that will be based on research and best practices.	
		 Deliver enterprise-wide training on anti-racism and anti-oppression, including Indigeneity.	<ul style="list-style-type: none"> CMO 	12/31/23	The Anti-Racism and Anti-Oppression Division will create and deliver Anti-Racism and Anti-Oppression training for all City staff.	
		 Liaise with ABCs to receive information regarding participants in training program.	<ul style="list-style-type: none"> CMO 	12/31/23	Once the Anti-Racism and Anti-Oppression Training has been piloted to City Staff, we will begin to liaise with ABC's about participating in the training program.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	 Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program.	<ul style="list-style-type: none"> NCWS 	12/31/23	Continued to reach Londoners in communities that do not normally participate in Neighbourhood Decision Making through tactics such as large poster boards in parks, trails and dog parks, increased targeted social media posts, London Transit Commission ads on outside and inside of buses, billboards, and pop up events.	
		 Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.	<ul style="list-style-type: none"> NCWS 	12/31/23	Continued supporting residents with communication through NeighbourGood Newsletter which now reaches 5,898 residents. 18 projects were funded through 2021 Neighbourhood Decision Making after over 10,000 votes.	
		 Implement City Planning Education and Outreach Strategy.	<ul style="list-style-type: none"> P&ED 	12/31/23	Project was terminated in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities to align with staffing changes made as a result of the corporate reorganization.	
		 Create an engagement framework to better serve residents living in new neighbourhoods.	<ul style="list-style-type: none"> P&ED 	12/31/20	Completed in 2020.	
		 Implement the engagement framework to better serve residents living in new neighbourhoods.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is on-going.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Support neighbourhood festivals, cultural events, and activities across the city.	 Maintain support to activities with NeighbourGood resources.	<ul style="list-style-type: none"> NCWS 	12/31/23	Provided orientation, volunteer training and ongoing communication for 16 outdoor resident managed ice rinks.	
		 Create opportunities for new neighbourhoods to participate.	<ul style="list-style-type: none"> NCWS 	12/31/23	Launched Neighbourhood Decision Making 2022 in March with targeted promotion to new neighbourhoods.	
		 Maintain support to events with NeighbourGood resources.	<ul style="list-style-type: none"> NCWS 	12/31/23	Launched 2022 Neighbourhood Events Booking process including Neighbourhood Small Events Fund, Equipment Lending, Neighbourhood Event Team and free park booking at no cost.	
		 Expand NeighbourGood with new tools that support Neighbourhood activities.	<ul style="list-style-type: none"> NCWS 	12/31/23	Added "Do It Yourself Outdoor Movie Guide" and the "Guide to Micro Events" to the Resources found on the NeighbourGood London website.	










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Allocate municipal funding through programs such as the London Community Grants Program and the Neighbourhood Small Events Fund to advance priorities outlined in the Strategic Plan for the City of London.	<ul style="list-style-type: none"> NCWS 	12/31/23	The London Community Grants Program allocated \$2.3 million through the Multi-Year Stream funding to 40 organizations, and \$496,000 through the 2021 Innovation and Capital stream funding to 10 organizations. Funded organizations aligned with the City of London's Strategic Plan as follows: <ul style="list-style-type: none"> - 39 to Strengthening Our Community - 5 to Building a Sustainable City - 2 to Growing our Economy - 4 to Creating a Safe London for Women and Girls Neighbourhood Small Events Fund allocated \$12,395 to 14 events in 2021. \$20,000 is available in 2022.	
		 Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.	<ul style="list-style-type: none"> NCWS 	12/31/23		
		 Work with special event operators to provide a safe and inclusive experience for Londoners.	<ul style="list-style-type: none"> NCWS 	12/31/23	Continued to work collaboratively with the Middlesex London Health Unit to ensure appropriate COVID protocols were in place. Successfully issued 9 special event and 2 film permits in addition to the Lighting of the Lights event.	
		 Continue the streamlining of processes and procedures for Special Event requests.	<ul style="list-style-type: none"> NCWS 	6/30/21		
		 Create relationships with festival coordinators to retain annual commitment of festivals.	<ul style="list-style-type: none"> Covent Garden Market 	12/31/23	Fibre Art Festival in November, Holly Jolly Holiday Market in December, Market Block DJ Skate event and Valentine's Day Artisan Market In February, Maple Fest and Spring Mini Market in March.	
		 Continue to provide space and promote events that meet community needs.	<ul style="list-style-type: none"> Western Fair 	12/31/23	Western Fair continued to provide space for Londoners to get vaccinated. The Middlesex London Health Unit took control of the Agriplex in November, delivered their 1 millionth shot in January, and continues to provide booster doses.	
		 Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office.	<ul style="list-style-type: none"> P&ED 	12/31/23	Business of Music Committee continues to coordinate and assist on events, such as the Annual Music Summit.	
		 Implement the Music, Entertainment, and Culture Districts Strategy.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is on-going.	















Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Expand Social Services client feedback and participation in service delivery design in their community.	 Track and incorporate participant feedback into service delivery design.	<ul style="list-style-type: none"> SHD 	12/31/23	Ontario Works Customer Service feedback survey continues on the City of London website, the survey link is included at bottom of Employment Newsletters and email signatures <ul style="list-style-type: none"> Client survey - Employment Services Newsletter x1 Client survey - Circles - Getting Ahead x1 133 individuals responded to the Life Stabilization customer service survey during Q4-2021 – Q1-2022. 88% of respondents indicated they received great or exceptional service.	
		 Conduct site specific and demographic client focus groups.	<ul style="list-style-type: none"> SHD 	12/31/23		No client focus groups were coordinated for the period of 2021-Q4 - 2022-Q1, however, are planned for 2022-Q2 / Q3.
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Implement programs and services that respond to neighbourhood recreation needs.	 Continue to expand program initiatives resulting from research and engagement at the neighbourhood-level.	<ul style="list-style-type: none"> NCWS 	12/31/23	Seniors Satellites will be reintroduced at East London Library twice a week starting in July as a result of engagement with Argyle seniors living east of Clarke Road. These residents identified transportation as a barrier to participation and that having a Satellite back at the Library removes this barrier as it is within walking distance for their neighbourhood.	
		 Increase resident awareness and marketing of recreation opportunities and information.	<ul style="list-style-type: none"> NCWS 	12/31/23	Participated in Thames Valley Children's Centre's Therapeutic Recreation Virtual Open House in January to share information with families about neighbourhood-based summer camp opportunities for children and youth with special needs.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Promote and invest in urban agriculture initiatives.	 Implement Urban Agriculture Strategy.	<ul style="list-style-type: none"> P&ED 	12/31/23	2021 Annual Report completed and Approved.	
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue	Create opportunities for regular dialogue with post-secondary institutional partners.	 Explore opportunities for increased dialogue with post-secondary institutional partners.	<ul style="list-style-type: none"> CMO 	12/31/20		
		 Strengthen relationships with post-secondary institutional partners.	<ul style="list-style-type: none"> CMO 	12/31/23	Worked with both post secondary institutions to coordinate communications as part of preparations for homecoming and St. Patrick's Day.	










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Identify shared strategic priorities and implement shared initiatives and advocacy.	<ul style="list-style-type: none">• CMO	12/31/23	The London Community Recovery Network (LCRN) endorsed the LCRN Framework in Oct 2021. The Government and External Relations Office supported advocacy on pandemic-related investments from federal and provincial governments. This included additional one-time investments under the Reaching Home Strategy and the Social Services Relief Fund that supported the City's Winter Interim Response programming and other supports for vulnerable Londoners. The City was successful in receiving additional allocations under the second round of the Rapid Housing Initiative which delivered \$10.7 million in new federal dollars to support affordable housing development. In addition, London's strategic advocacy helped to deliver more than \$40 million through the CMHC to contribute to social housing regeneration across the community.	
CATEGORIES						
Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.						
Continue to invest in culture	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	 Maintain planning and executing art and material culture exhibitions with a focus on inclusivity and diversity regarding artist, content, and/or accompanying public programming.	<ul style="list-style-type: none">• Museum London	12/31/23		
		 Develop exhibitions one to three years in advance, arrange selection or loans of art/ material culture, gather oral histories or develop focus group, create responsive programming, and market via social media to engage new visitors and sustain stakeholder audiences.	<ul style="list-style-type: none">• Museum London	12/31/23		
		 Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming.	<ul style="list-style-type: none">• Museum London	12/31/23		
		 Create and conduct history walking tours of London, produce experiential tourism programs as a Tourism London partner and continue to preserve, grow, exhibit and interpret heritage and art collections to tell the stories of Londoners.	<ul style="list-style-type: none">• Museum London	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Improve meaningful visitor experience of self-discovery at Museum London through external feedback via community focus groups and individual oral histories for exhibition and program content input; maintain ongoing on-site surveys for education and public programming, online annual volunteer survey; and create annual online visitor survey and conduct annual on-site visitor survey.	<ul style="list-style-type: none"> Museum London 	12/31/23		
Continue to invest in culture	Engage Londoners in culture to increase community vibrancy and awareness.	 Continue to fund the Community Arts Investment Program (CAIP).	<ul style="list-style-type: none"> NCWS 	12/31/23	Funds have been distributed for 2022 to the London Arts Council.	
		 Continue to fund the Community Heritage Investment Program (CHIP).	<ul style="list-style-type: none"> NCWS 	12/31/23	Funds have been distributed for 2022 to the London Heritage Council.	
Continue to invest in culture	Invest in Dundas Place.	 Work with partners to animate, activate and program Dundas Place.	<ul style="list-style-type: none"> P&ED 	12/31/23	235 events hosted by Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA).	
		 Market Dundas Place to attract dynamic events that engage Londoners.	<ul style="list-style-type: none"> P&ED 	12/31/23	Social media accounts as well as emails sent to all the businesses and community partners were utilized to shared event information.	
Continue to invest in culture	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	 Protect and conserve the historical assets of Eldon House to ensure the longevity of the museum's unique resources.	<ul style="list-style-type: none"> Eldon House 	12/31/23	Eldon House has undertaken four professional conservation projects to be completed in 2022 that will ensure the preservation and care of sensitive artifacts, while continuing to digitize and catalogue its collection. Eldon House is working closely with the Canadian Conservation Institute to ensure that the museum facility can deliver an optimal environment to house its unique assets.	
		 Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public.	<ul style="list-style-type: none"> Eldon House 	12/31/23	The Pandemic modified and expanded how Eldon House enacts engagement initiatives and, as such, the museum reaches our audiences, new and returning, in person, outdoors and virtually in creative new ways.	
		 Build the capabilities to deliver relevant and focused engagement with the community.	<ul style="list-style-type: none"> Eldon House 	12/31/23	Eldon House has made great strides in creating an inclusive multicultural environment, as it develops new programs, accessibility measures and virtual platforms to break down museum visitor barriers. The organization looks for ways to create meaningful connections with its stakeholders, through partnerships, programs and ongoing surveys, so to best serve the interests of the community.	
Increase participation in recreation, sport, and leisure activities	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	 Increase awareness of Londoners about the availability of financial assistance to participate in recreation, sport and leisure opportunities.	<ul style="list-style-type: none"> NCWS 	12/31/23		














Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs.	<ul style="list-style-type: none"> NCWS 	12/31/23	<p>LiUNA Local 1059 began sponsoring free, weekly teen drop-in basketball at East Lions Community Centre.</p> <p>East Lions Club started sponsoring a free monthly drop-in family swim at East Lions Community Centre.</p> <p>In December and January over 60 free "Try It" programs were offered at East Lions Community Centre to introduce residents to the variety of programs offered in this new location. Programs included swimming, crafts, and many sport opportunities.</p>	
		 Continue to support affordable community garden plot options for low income Londoners.	<ul style="list-style-type: none"> NCWS 	12/31/23	Total of \$2,672 provided to subsidize plots in 2021.	
		 Improve accessibility at gardens identified by the community.	<ul style="list-style-type: none"> NCWS 	12/31/23	<p>Accessibility projects completed in 2021/2022:</p> <ul style="list-style-type: none"> Meadowlily Garden two accessible plots (Summerside) Thames Garden asphalt pathway (South London) Carling Heights Garden asphalt pathway (Carling) Purchased accessible garden tools Glen Cairn Garden curb cut and asphalt path and surfacing (Glen Cairn) 	
		 Install fully accessible play area surfacing at district parks when structures are being replaced.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Connect with Spanish, Arabic and other communities; recruit tour guides who are bilingual; source Spanish, Arabic, and as needed, other translators for public tours; maintain school tours and public tours in English and French; maintain ESL tour program.	<ul style="list-style-type: none"> Museum London 	12/31/23		
Increase participation in recreation, sport, and leisure activities	Increase the number of recreation, sport, and leisure opportunities.	 Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.	<ul style="list-style-type: none"> NCWS 	12/31/23	<p>Added new non-member recreation programs at Hamilton Road Seniors Community Centre in order to provide more opportunities for residents of different ages to gather at the Centre. These programs include yoga, fitness, and line dancing. Additionally, the reintroduction of adult/older adult card programs at North London Optimist Community Centre this spring will provide additional opportunities for residents to gather and connect.</p>	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	<ul style="list-style-type: none"> NCWS 	12/31/23	Between November and December 2021, Facebook posts advertising opportunities at East Lions Community Centre had a total reach of over 6700 and over 200 engagements. 1,000 flyers outlining new programs available at the Centre were also created to provide neighbours accessing the facility with a readily available summary of opportunities.	
		 Continue to construct new parks and open spaces as the city grows.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Continue to leverage existing places and spaces to improve access to program delivery.	<ul style="list-style-type: none"> NCWS 	12/31/23	Since November 2021, recreation program opportunities were reintroduced at five schools that have not hosted programs since March 2020. These schools were chosen in order to fill identified program gaps in Westminster, Old North, Westmount, Stoneybrook, and Whitehills.	
		 Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	<ul style="list-style-type: none"> NCWS 	12/31/23	Promoted reintroduction of Camp FFIT (Female Firefighters in Training) through area high school guidance departments and through engaging the City's Anti-Racism and Anti-Oppression Division, who shared the opportunity among their networks of community organizations.	
		 Expand the variety, frequency, location, and promotion of drop-in programs through the use of community centres, neighbourhood locations, and parks.	<ul style="list-style-type: none"> NCWS 	12/31/23	With the opening of East Lions Community Centre, new drop-in programs are now offered in the Argyle neighbourhood such as pickleball, basketball, and yoga. Drop-in tennis has been added at North London Optimist Community Centre as an alternative for those who do not wish to commit to a multi-week instructional program.	
		 Expand the senior satellite service model in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood level.	<ul style="list-style-type: none"> NCWS 	12/31/23	On schedule to introduce a new Seniors Satellite location at Earl Nichols Recreation Centre in Fall 2022, based on neighbourhood-level research around identified service gaps for ages 55+.	
		 Continue to implement the London Community Gardens Program Strategic Plan.	<ul style="list-style-type: none"> NCWS 	12/31/23		
		 Work with sport organizations to obtain and monitor the number of volunteers and the hours contributed to support the sport system.	<ul style="list-style-type: none"> NCWS 	12/31/23	Approximately 1,000 Spring/Summer sports volunteers registered as part of the allocation process for 2022.	
		 Continue to monitor participant numbers in all sports to ensure facility provision meets demand.	<ul style="list-style-type: none"> NCWS 	12/31/23	Spring/Summer sports participation numbers collected as part of the allocation process for 2022.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase participation in recreation, sport, and leisure activities	Work with community partners to create a leading sustainable sport development model.	 Continue to increase access to sporting amenities on lands not owned by the City of London.	<ul style="list-style-type: none"> NCWS 	12/31/23	Continue working with Western University and Fanshawe College on allocation of outdoor amenities.	
		 Increase the number of formal agreements to provide further clarity on expectations for all parties involved in supporting positive sporting experiences.	<ul style="list-style-type: none"> NCWS 	12/31/23	An additional five storage space agreements have been agreed upon at recreation and sport facilities.	
Increase resident use of community gathering spaces	Invest in community building projects.	 Construct new seating areas in parks.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Implement Neighbourhood CIPs.	<ul style="list-style-type: none"> P&ED 	12/31/23	The Argyle Core Area CIP was approved by Municipal Council on October 5, 2021.	
		 Implement Hamilton Road Treetrunk Program.	<ul style="list-style-type: none"> BIAs 	12/31/23	As public health regulations ease, the Tree Truck Tour has been used in marketing the Hamilton Road BIA.	
		 Implement Closed School Strategy.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is on-going.	
		 Continue to implement the London Community Gardens Program Strategic Plan.	<ul style="list-style-type: none"> NCWS 	12/31/23		
		 Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.	<ul style="list-style-type: none"> NCWS 	12/31/23	Future reports will be submitted for Council in 2022/2023.	
Increase resident use of community gathering spaces	Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.	 Review opportunities, and bring forward an associated business case as part of the Multi-year Budget Process, to provide public Wi-Fi in recreation facilities where there is a business and/or customer need and appropriate network connectivity is available or can be reasonably achieved.	<ul style="list-style-type: none"> NCWS ES 	12/31/23	Boyle Community Centre and Earl Nichols Arena and Community Centre now have access to public wifi. There are now 13 recreation locations with public wifi.	
Increase neighbourhood safety	Develop and implement a Community Safety and Well-Being Plan.	 Establish a Multi-Sectoral Advisory Committee.	<ul style="list-style-type: none"> NCWS 	3/31/19		
		 Develop and finalize Community Safety and Well-Being Plan and Metrics.	<ul style="list-style-type: none"> NCWS 	12/31/21	Community Safety & Well-Being Plan completed.	
		 Publish and implement Community Safety and Well-Being Plan.	<ul style="list-style-type: none"> NCWS 	12/31/23	Community Safety & Well-Being Plan published and 2022 actions established with the Advisory Committee.	
Increase neighbourhood safety	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	 Develop Enhanced Public Awareness Program.	<ul style="list-style-type: none"> ES 	12/31/19		
		 Deliver Training on the Program.	<ul style="list-style-type: none"> ES 	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase neighbourhood safety	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	 Enhance efficiency through deployment model improvements and latest technology.	<ul style="list-style-type: none"> NCWS 	12/31/23	Continue to implement ICO records management system which is linked to the London Fire Department's Master Action Plan.	
		 Create and improve public education strategies for targeted populations.	<ul style="list-style-type: none"> NCWS 	12/31/23	Promotion of fire safety public education in schools has resumed.	
Increase neighbourhood safety	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	 Develop and implement traffic campaigns with emphasis on distracted, aggressive and impaired driving and lack of seatbelt use.	<ul style="list-style-type: none"> LPS 	12/31/19		
		 Train Drug Recognition Experts.	<ul style="list-style-type: none"> LPS 	12/31/19		
		 Train officers in Standardized Field Sobriety Testing.	<ul style="list-style-type: none"> LPS 	12/31/19		
		 Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan.	<ul style="list-style-type: none"> LPS 	12/31/21	In June 2021, a three Day Commercial Motor Vehicle Course was hosted by West Region OPP and assisted by LPS. Enforcement was conducted within the City of London on day 3 of the course resulting in 70 vehicle inspections, 60 charges, 12 warnings and 12 Out of Service vehicles.	
Increase neighbourhood safety	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	 Implement contemporary policing model.	<ul style="list-style-type: none"> LPS 	12/31/19	A sector based policing model was implemented in 2019.	
		 Deploy patrols based on analysis of calls for service, crime trends, criminal intelligence and community concerns.	<ul style="list-style-type: none"> LPS 	12/31/21	The LPS continued efforts to evaluate and modernize our approach to ensure an evidenced-based methodology towards solving problems in the community. In 2021, there were various Problem Oriented Policing strategies that were implemented with successful outcomes. One example is Project Custos. Hot spot patrols were conducted by the LPS Foot Patrol officers during the winter to proactively address an increase in property crime in the business areas of downtown London and the Old East Village area. Individuals in need were referred to outside agencies (e.g., London CARES), 75 free Crime Prevention Through Environmental Design (CPTED) evaluations were conducted for businesses, and 256 arrests were made. During Project Custos, an overall reduction in property crime was sustained.	
		 Monitor regional crime trends to determine need to create Joint Forces Operations to address trends.	<ul style="list-style-type: none"> LPS 	12/31/21	A new Joint Forces Operation (JFO) "Judicial Officials Protection and Investigations Section" was formed in early 2022 between the LPS and the OPP. The mandate of this JFO is to proactively conduct intelligence gathering, intelligence analysis, investigations, and assist in prosecutions of multi-jurisdictional human trafficking organizations across Ontario.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase neighbourhood safety	Reduce victimization/ revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	✓ Develop and launch human trafficking awareness initiative/campaign.	• LPS	12/31/23	The development of a human trafficking campaign, including a video, was completed in February 2022. The campaign, titled #KnowHumanTrafficking, was launched in various digital and physical forms including: - Website https://www.londonpolice.ca/en... - Social media campaign on Facebook and YouTube which targeted to two groups (parents age 22-55 and teen girls age 13-18) - Transit (bus) shelter ads around London located specifically in bus shelters near high schools - Printed posters and information cards were shared with organizations who work with teens, high school guidance counsellors, partner organizations who work with victims of sexual assault, etc.	
		↑ Develop and Implement Internet child exploitation education awareness campaign.	• LPS	12/31/23		
		↑ Develop and Implement presentations in high schools addressing Human Trafficking/ Extremism.	• LPS	12/31/23		
		✓ Expand the use/adoption of Crime Prevention Through Environmental Design (CPTED) principles through education and on-site visits to community members and the business community.	• LPS	12/31/21	During 2021, the LPS conducted over 75 free CPTED evaluations for businesses. In Sept. 2021, the LPS also hosted a CPTED train the trainer course which involved police officers, partners from Western, Fanshawe, City of London staff and other community members (agencies/businesses).	
		✓ Conduct safety audits in student housing neighbourhoods.	• LPS	12/31/20	A Crime Prevention target hardening project was conducted by LPS auxiliary officers in the Fanshawe College residential area in early 2020 (prior to the Pandemic).	
Increase neighbourhood safety	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	✓ Develop and finalize Community Risk Assessment and Fire Master Plan.	• NCWS	6/30/21		
		↑ Implement Community Risk Assessment and Fire Master Plan.	• NCWS	12/31/23	Fire Master Action Plan scheduled to go to Council in 2022. Implementation updates will be reported annually.	
Increase neighbourhood safety	Promote pedestrian safety and active transportation.	↑ Active and Safe Routes to School (ASRTS) Committee, to promote active and safe school travel. As part of ASRTS partnership, support the wayfinding sign projects and bike rack installation projects. Continue to foster new partnerships that promote active school travel e.g. Canadian Cancer Society to pilot and evaluation Walking School Bus program.	• MLHU	12/31/23	Process for school community Wayfinding signs is underway through the Active and Safe Routes to school partnership with installations and target for Spring 2022 in 14 London school communities.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Review, provide recommendations to various land development applications/initiatives regarding healthy community design – Official Plans, Area Plans, Secondary Plans, Master Plans, EAs. Advocate for continued support for infrastructure that supports physical activity & active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support and implementation of healthy community design with planners/developers & public including school communities.	<ul style="list-style-type: none"> MLHU 	12/31/23	The Middlesex London Health Unit is involved as a 'Champion' in the City of London's Mobility Master Plan.	
CATEGORIES London's neighbourhoods have a strong character and sense of place.						
Ensure that new development fits within and enhances its surrounding community	Prepare and implement urban design guidelines.	 Implement Official Plan policies and urban design guidelines in the review of development proposals.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is on-going.	
		 Complete City-wide Urban Design Guidelines.	<ul style="list-style-type: none"> P&ED 	6/30/22	Guidelines are on track to be completed in Q2 2022.	
		 Complete Infill and Intensification Urban Design Guidelines.	<ul style="list-style-type: none"> P&ED 	12/31/23	Completed in 2021.	
		 Complete Tall Building Urban Design Guidelines.	<ul style="list-style-type: none"> P&ED 	12/31/23	Guidelines are on track to be completed in Q2 2022.	
Continue to conserve London's heritage properties and archaeological resources	Conserve London's heritage through regulation and investment.	 Complete Heritage Places 2.0.	<ul style="list-style-type: none"> P&ED 	12/31/20	Completed in 2020.	
		 Complete Municipally owned heritage buildings conservation master plan.	<ul style="list-style-type: none"> P&ED 	12/31/22	Completed in 2021.	
		 Implement Municipally owned heritage buildings conservation master plan.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is on-going.	
		 Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is on-going.	
		 Review alterations to heritage properties.	<ul style="list-style-type: none"> P&ED 	12/31/23	Review continues on a as needed basis.	
		 Complete Great Talbot HCD.	<ul style="list-style-type: none"> P&ED 	12/31/23	The HCD is on track to be completed.	
		 Complete Gibbons Park HCD.	<ul style="list-style-type: none"> P&ED 	12/31/23	The HCD is on track to be completed.	
		 Update Municipal Register of Heritage Resources.	<ul style="list-style-type: none"> P&ED 	12/31/24	Municipal Register of Heritage Resources is updated as needed.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
	Invest in community building projects.	 Conserve heritage properties through heritage designation.	<ul style="list-style-type: none">• P&ED	12/31/23	Conservation of properties through heritage designation continues as required.	
		 Identify & conserve archeological resources through assessment.	<ul style="list-style-type: none">• P&ED	12/31/23	Assessment of archeological resources continues as required.	
		 Update Archeological Mapping.	<ul style="list-style-type: none">• P&ED	12/31/23	Archeological mapping is updated as required.	
Increase the number of community gathering spaces in neighbourhoods		 Implement Closed School Strategy.	<ul style="list-style-type: none">• P&ED	12/31/23	Implementation is on-going.	
		 Continue to implement the London Community Gardens Program Strategic Plan.	<ul style="list-style-type: none">• NCWS	12/31/23	Registration for 2022 Community Gardens Program completed with 100% occupancy of plots. Currently there are 136 people on the waitlist across all 16 community gardens.	
		 Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.	<ul style="list-style-type: none">• NCWS	12/31/23	Future reports will be submitted for Council in 2022/2023.	

Introduction

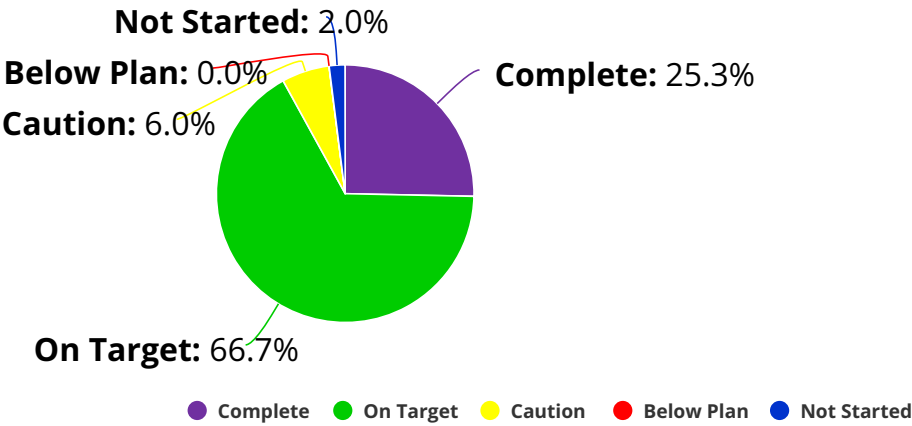
BUILDING a Sustainable City

OUTCOMES:

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



Building a Sustainable City - Progress
Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:








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













Below Plan: Action is delayed by 2 quarters or more
















Not Started: Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
CATEGORIES						
London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.						
Maintain or increase current levels of service	Continue to develop the City's Public Art/Monument program.	 Maintain and restore public art and monuments.	<ul style="list-style-type: none">NCWS	12/31/23	Two pieces of public art/monuments are in the process of being restored: Holy Roller Tank and the People and the City Monument.	
		 Create and acquire public art and monuments.	<ul style="list-style-type: none">NCWS	12/31/23	Public Art creation processes are underway for three major artworks: 131 King, Indigenous Tree Carvings, Residential School Survivors and N'Amerind Mural. East Lions Welcome Hands Public Art has been installed and plaque signage is being created. 31 Traffic Signal Wrap art images have been provided to Traffic Engineering Division for future installation over the next two years.	
Maintain or increase current levels of service	Develop and document current levels of service and identify proposed level of services.	 Inform Council on the current levels of service through the 2019 Asset Management Plan.	<ul style="list-style-type: none">FS	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included current levels of service on August 27, 2019.	
		 Monitor the Corporate Asset Management Plan implementation.	<ul style="list-style-type: none">FS	9/30/23	Council received the annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-Year Budget has had a positive impact in lessening the overall dollar amount of the Gap.	
		 Inform Council on the proposed levels of service through the 2023 Asset Management Plan.	<ul style="list-style-type: none">FS	9/30/23	Corporate Asset Management staff are presently finalizing a Request for Proposal (RFP) for consulting services to assist with the 2023 Asset Management Plan. The RFP will be released by the end of 2022.	
Maintain or increase current levels of service	Regenerate and revitalize LMCH/ Community Housing sites.	 Develop London & Middlesex Housing Corporation's (LMHC) Asset Management Plan.	<ul style="list-style-type: none">LMCH	6/30/20		
		 Manage the delivery of Social Housing Apartment Improvement Program (SHAIP).	<ul style="list-style-type: none">LMCH	6/30/20		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Build infrastructure to support future development and protect the environment	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	✓ Implement the Provincial approved Terms of Reference (technical studies) along with a community engagement strategy.	• E&I	3/31/22	The Environmental Assessment for the proposed expansion of the W12A Landfill has been submitted to the Provincial Government. The final step in the process is now being run by the Province.	
		↑ Submit and receive Provincial Environmental Assessment approval.	• E&I	12/31/22		
		↑ Undertake community engagement and finalize the long Term Waste Disposal Strategy coupled with the Resource Recovery Strategy.	• E&I	12/31/22		
		↑ Submit and receive Provincial Environmental Protection Act approvals.	• E&I	6/30/23		
Build infrastructure to support future development and protect the environment	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	✓ Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans.	• E&I	9/30/21		
		↑ Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	• E&I	12/31/23	Updates have been provided through reporting to the Strategic Priorities and Policy Committee as part of the development of the Climate Emergency Action Plan.	
		↑ Complete actions assigned to Conservation Authorities between 2020 and 2023.	• Conservation Authorities	12/31/23	Work associated with the CEAP is still being assessed.	
Build infrastructure to support future development and protect the environment	Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	↑ Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre.	• NCWS	12/31/23	Future reports will be submitted for Council in 2022/2023.	
		↑ Continue to add new parks as the city grows.	• E&I	12/31/23		
		↑ Implement the Parks and Recreation Master Plan recommendations.	• NCWS • E&I	12/31/23	Opened the East Lions Community Centre in December 2021 along with the redeveloped East Lions Park featuring new amenities including unique wetland features. Launched "30 Things to Do Outside This Winter" social media campaign.	
		↑ Continue to add new conservation areas or expand the use of existing conservation areas, as the city grows.	• Conservation Authorities	12/31/23		











Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Build infrastructure to support future development and protect the environment	Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	 Administer the annual Growth Management Implementation Strategy Update.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is on-going.	
		 Expand the annual Growth Management Implementation Strategy Update to include built area works.	<ul style="list-style-type: none"> P&ED 	12/31/23	Expansion completed and implementation is on-going.	
		 Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.	<ul style="list-style-type: none"> P&ED 	12/31/20	Completed in 2020.	
		 Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is on-going.	
Manage the infrastructure gap for all assets	Prioritize investment in assets to implement the Asset Management Plan.	 Adopt a Council Strategic Asset Management Policy to guide the management of city infrastructure.	<ul style="list-style-type: none"> FS 	6/30/19	Corporate Asset Management policy adopted by Council in April, 2019.	
		 Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan.	<ul style="list-style-type: none"> FS 	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019.	
		 Monitor the Corporate Asset Management Plan implementation.	<ul style="list-style-type: none"> FS 	9/30/23	Council received the annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-Year Budget has had a positive impact in lessening the overall dollar amount of the Gap.	
		 Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process.	<ul style="list-style-type: none"> FS 	3/31/20	Municipal Council approved the 2020-2023 Multi- Year Capital Budget on March 2, 2020.	
		 Adjustments to capital budget made through the Annual Budget update process.	<ul style="list-style-type: none"> FS 	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2022 Budget Update was approved by Council on December 21, 2021.	
		 Develop Asset Management Plan (AMP), including priorities, project milestones and timelines.	<ul style="list-style-type: none"> LPL 	12/31/21	Consultations with City's Corporate Asset Management and Facilities teams are ongoing. Completed asset management software training and Facility Condition Assessment in late 2021.	New target end date of 12/31/23 based on the change in deadline from the Province.















Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement AMP.	<ul style="list-style-type: none"> LPL 	12/31/23	<p>The London Public Library completed a Facility Condition Assessment in late 2021. Goal is to develop levels of service by the end of 2022.</p> <p>Once the Asset Management Plan (AMP) is established, it will be used to inform capital funding needs for implementation and capital budget requests to be considered by Municipal Council in the next multi-year budget cycle. Additional capital funding for implementation will be requested through the 2024-2027 Multi-Year Budget process.</p> <p>Due to the COVID and Library closures in 2020/2021, the development and implementation of the Asset Management Plan has been delayed.</p> <p>The intention is to complete the development of the Asset Management Plan by Q3/Q4 in 2022, with full implementation by the start of 2023.</p>	
		 Explore potential partnerships.	<ul style="list-style-type: none"> LPL 	12/31/23	The London Public Library will participate in discussions with community partners and the City of London with the hope of creating a multi-use facilities.	
		 Develop functional plan and undertake construction of new Southeast branch.	<ul style="list-style-type: none"> LPL 	12/31/22	Discussions with community partners and the City of London in hopes of creating a multi-use facility (like Bostwick and Stoney Creek).	New target end date of 12/31/23.
		 Develop functional plan and undertake construction of new Northwest branch.	<ul style="list-style-type: none"> LPL 	12/31/22	Discussions with community partners and the City of London in hopes of creating a multi-use facility (like Bostwick and Stoney Creek).	New target and date of 12/31/23.
		 Interior/Exterior LCR Renovations - Refurbish Lower Washrooms - Retrofit Electrical System - Renovation to Storage Vaults - Retrofit HVAC System	<ul style="list-style-type: none"> Museum London 	12/31/23		
		 Develop master site plan.	<ul style="list-style-type: none"> Western Fair 	6/30/23	City Studio project focused on Queens Park redevelopment final phase initiated during this period.	
		 Continue to invest in maintaining Conservation Authority assets.	<ul style="list-style-type: none"> Conservation Authorities 	12/31/23		




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Manage the infrastructure gap for all assets	Monitor the infrastructure gap to inform the management of City assets.	 Monitor the progress of the Asset Management Plan, reporting out to Council.	• FS	9/30/23	Council received the annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-Year Budget has had a positive impact in lessening the overall dollar amount of the Gap.	
		 Inform Council on the state of the infrastructure through the development of 2019 Corporate Asset Management Plan.	• FS	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which include the State of Infrastructure on August 27, 2019, which identified an overall 'good' condition however there is a current infrastructure gap of \$167.9 million.	
		 Adjustments to capital budget made through the Annual Budget update process.	• FS	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2022 Budget Update was approved by Council on December 21, 2021.	
Manage the infrastructure gap for all assets	Communicate the consequences of the infrastructure gap.	 Explore opportunities to increase community awareness of the state of the City's infrastructure.	• FS	9/30/23	Corporate Asset Management staff are working on a community engagement framework to support conversations about asset management and proposed levels of service to be defined through the 2023 Asset Management Plan.	
CATEGORIES						
London's growth and development is well planned and sustainable over the long term.						
Improve London's resiliency to respond to potential future challenges	Advance sustainability and resiliency strategies.	 Complete Green City Strategy.	• P&ED	9/30/21	Completed in 2021.	
		 Implement Green City Strategy.	• P&ED	12/31/23	The Green City Strategy is being implemented as part of the ten Areas of Focus included in CEAP. Recent actions include the launching of two significant City-led projects, <i>ReThink Zoning</i> , which will result in a new zoning by-law to implement the policies of The London Plan, including focusing on inward and upward growth, residential intensification, and the conservation and preservation of our agricultural and natural heritage lands, and the <i>Mobility Master Plan</i> , which will shape the future of transportation and mobility in London.	










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Complete Resiliency Strategy.	• P&ED	12/31/22	Many of the principles of the Resiliency Strategy have been incorporated into the Climate Emergency Action Plan (CEAP), including Goal #2 (Improved resilience to climate change impacts). A separate section referred to as the Climate Change Adaptation Plan is being developed and will be completed by the end of 2022.	For the next Progress Report, the wording of this action will be adjusted to “Complete Climate Change Adaption Plan”. Proposed new end date: 12/31/2022.
		↑ Implement Resiliency Strategy.	• P&ED	12/31/23		In the next Progress Report, the wording of this action will be adjusted to "Implement Climate Change Adaptation Plan."
		↑ Complete Conservation Authority led low impact development (LID) projects, education and awareness initiatives.	• Conservation Authorities	12/31/23		
Direct growth and intensification to strategic locations	Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	✓ Complete Phase 1 of ReThink Zoning work plan.	• P&ED	12/31/20	Completed in 2020.	
		↑ Complete Phase 2 of ReThink Zoning work plan.	• P&ED	12/31/23	Phase 2 is on target.	
		↑ Complete appeal process for the London Plan.	• P&ED	12/31/22	Appeal process continues.	
		↑ Implement London Plan farmland policies.	• P&ED	12/31/23	Implementation is on-going.	
		↑ Complete review of Urban Growth Boundary.	• P&ED	12/31/23	Review is on-going.	
		↑ Implement London Plan growth framework.	• P&ED	12/31/23	Implementation is on-going.	
		↑ Implement Environmental Policies of the London Plan.	• P&ED	12/31/23	Implementation is on-going.	
		✓ Update Environmental Management Guidelines.	• P&ED	9/30/21	Completed in 2021.	
		✓ Complete Meadowlily CMP - Ph 1.	• P&ED	12/31/20	Completed in 2020.	
		↑ Complete Meadowlily CMP - Ph 2.	• P&ED	12/31/23	Phase 2 of Meadowlily CMP awaiting acquisition of land.	Proposed new end date: 12/31/2024.











Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Complete Medway Valley CMP.	• P&ED	12/31/22	Project is completed and approved ahead of schedule.	
		✓ Establish performance measures for permit ready lots and on the market units.	• P&ED	12/31/20	Completed in 2020.	
		↑ Create and implement a framework for the Annual Development Report.	• P&ED	12/31/23	2021 report received in February 2022.	
Direct growth and intensification to strategic locations	Prepare detailed plans for strategic locations.	✓ Complete OEV Secondary Plan.	• P&ED	9/30/19	Completed in 2019.	
		↑ Complete Victoria Park Secondary Plan.	• P&ED	6/30/22	Draft Plan submitted to Planning and Environment Committee in Q2 2022.	
		↑ Complete Byron Pits Secondary Plan.	• P&ED	6/30/22	Secondary Plan is on target.	
		✓ Complete Masonville Transit Village Secondary Plan.	• P&ED	12/31/21	Completed in 2021.	
		↑ Complete White Oak Dingman Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	
		↑ Update London Psychiatric Hospital Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	
		↑ Initiate Oxford and Wonderland Transit Village Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	
		✓ Complete the Lambeth Area CIP.	• P&ED	12/31/19	Completed in 2019.	
Direct growth and intensification to strategic locations	Revitalize London's downtown and urban areas.	↑ Implement Downtown CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
		↑ Implement OEV CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
		↑ Implement SoHo CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
Direct growth and intensification to strategic locations	Monitor city building outcomes with the London Plan.	✓ Develop London Plan Monitoring Program.	• P&ED	12/31/20	Completed in 2020.	
		↑ Complete annual London Plan monitoring.	• P&ED	12/31/23	Annual monitoring of the London Plan is ongoing.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Direct growth and intensification to strategic locations	Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).	 Develop financial options to consider the construction of a standalone parking structure or partnerships with developments involving parking accommodations.	<ul style="list-style-type: none"> P&ED 	12/31/22	Options being considered, to be reviewed and completed in 2022.	
CATEGORIES London has a strong and healthy environment.						
Increase waste reduction, diversion, and resource recovery	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	 Engage groups and organizations and share progress towards Targets.	<ul style="list-style-type: none"> E&I 	12/31/21		
		 Prepare background methodology and an approach to reporting data. Share progress towards Targets.	<ul style="list-style-type: none"> E&I 	12/31/20		
		 Share progress towards Targets (Residential waste diverted from landfill).	<ul style="list-style-type: none"> E&I 	12/31/23	City staff continue to take a leadership role with the transition of the Blue Box recycling program by co-chairing the Regional Public Works Commissioners of Ontario Waste Committee, and lead roles on the Continuous Improvement Fund Transition Steering Committee on behalf of large Ontario municipalities and all municipalities via the Association of Municipalities of Ontario (AMO).	
		 Share progress towards Targets (Reduction in per capita waste generation).	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Share progress towards Targets (Households participating in the Green Bin Program).	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Share progress towards Targets (Industrial, commercial and institutional waste diverted from landfill).	<ul style="list-style-type: none"> E&I 	12/31/23		
Increase community knowledge and action to support the environment	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	 Engage businesses/institutions and share progress towards Targets.	<ul style="list-style-type: none"> E&I 	12/31/23	City staff continue to engage additional community groups and business along with strengthening relationships with existing groups (e.g., Canada-wide Climate Transitions Cohort one-year project administered by Tamarack Institute and coordinated locally by Climate Action London).	
		 Engage community groups, establish collaborative projects and share progress towards Targets.	<ul style="list-style-type: none"> E&I 	12/31/23		
Increase community knowledge and action to support the environment	Increase community environmental outreach for the built environment through CityGreen.	 Share progress towards Targets (CityGreen activities hosted).	<ul style="list-style-type: none"> E&I 	12/31/23		













Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Provide opportunities for public environmental education.	<ul style="list-style-type: none"> Conservation Authorities 	12/31/23		
Protect and enhance waterways, wetlands, and natural areas	Implement strategies, policies, and programs to conserve natural areas and features.	 Complete Byron Valley Trail.	<ul style="list-style-type: none"> P&ED 	12/31/21	Completed in 2021.	
		 Complete Meadowlily CMP - Ph 1.	<ul style="list-style-type: none"> P&ED 	12/31/20	Completed in 2020.	
		 Complete Meadowlily CMP - Ph 2.	<ul style="list-style-type: none"> P&ED 	12/31/23	Phase 2 of Meadowlily CMP awaiting acquisition of land.	
		 Complete Medway Valley CMP.	<ul style="list-style-type: none"> P&ED 	12/31/22	Project is completed and approved ahead of schedule.	
		 Complete Killaly Ecological Restoration Plan.	<ul style="list-style-type: none"> P&ED 	12/31/20	Completed in 2020.	
		 Implement the Invasive Plant Management Strategy.	<ul style="list-style-type: none"> P&ED E&I 	12/31/23	Implementation is ongoing.	
		 Implement Environmental Policies of the London Plan.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is ongoing.	
		 Update Environmental Management Guidelines.	<ul style="list-style-type: none"> P&ED 	9/30/21	Completed in 2021.	
		 Implement Official Plan policies and environmental management guidelines in the review of development proposals.	<ul style="list-style-type: none"> P&ED 	12/31/23	Implementation is ongoing.	
		 Improve Environmental Impact Study monitoring compliance for applicable developments.	<ul style="list-style-type: none"> P&ED 	6/30/21	Completed in 2021.	
		 Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews.	<ul style="list-style-type: none"> P&ED 	12/31/22	Reviews continue.	
		 Undertake actions to conserve natural areas and features.	<ul style="list-style-type: none"> Conservation Authorities 	12/31/23		
Protect and enhance waterways, wetlands, and natural areas	Improve water quality in the Thames River.	 Take the targeted number of Thames River water quality samples.	<ul style="list-style-type: none"> E&I 	12/31/23	Despite restrictions due to COVID-19, the Thames River water quality monitoring program continued and collected more than double the planned number of samples in 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Work with homeowners and process homeowner grant applications.	<ul style="list-style-type: none"> E&I 	12/31/23	Applications for the Basement Flooding Grant Program were received, reviewed, and processed throughout the year. 77 basement flooding grant applications were approved as of the end of Q4-2021.	
		 Construct new sewers through the Infrastructure Renewal Program.	<ul style="list-style-type: none"> E&I 	12/31/23	The renewal of King Street between Richmond Street and Wellington Street as part of the Rapid Transit project included the separation of 360m of combined sewer. Sewer separation also took place on Brydges Street and Talbot Street.	It should be noted that the 2021 actual km of sewer separated is lower than the target initially set due to changes in the phasing strategy of Rapid Transit projects, which has an impact on coordinated sewer replacement projects. However, staff are currently considering the potential that the phasing changes may allow for additional sewer separation projects to be brought into this four-year period, which would result in surpassing the initial target.
		 Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River.	<ul style="list-style-type: none"> E&I 	12/31/23	Raw sewage overflows were reduced by 72 ML primarily due to the successful use of the wet weather primary treatment strategy and wet weather storage tanks at Greenway WWTP during the significant event experienced in September of 2021 and a lesser one in October 2021.	Overall reductions in raw sewage overflows appears lower, but this is related to the nature of wet weather events in 2021 rather than to any reduction in the ability of City facilities to handle wet weather events.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River.	<ul style="list-style-type: none"> E&I 	12/31/23		The engineering and construction fields continue to experience delays. This has forced the deferral of planned capacity upgrade projects at plants and pumping stations. A review of project schedules once tenders have been awarded may force a reconsideration of current Strategic Plan targets at the 2022 mid-year report.
Protect and enhance waterways, wetlands, and natural areas	Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	 Complete the detailed design and construction of the inaugural project.	<ul style="list-style-type: none"> E&I P&ED 	12/31/23	This action was not funded through the Multi-Year Budget.	
		 Complete the SoHo Back to the River Environmental Assessment process.	<ul style="list-style-type: none"> E&I P&ED 	12/31/24	The Environmental Assessment for the SoHo Back to the River project is on track, subject to Council approval through the Multi-Year Budget process.	
		 Complete the detailed design and construction of the SoHo inaugural project.	<ul style="list-style-type: none"> E&I P&ED 	12/31/23	The detailed design and construction for the SoHo Back to the River project will follow the completion of the Environmental Assessment, subject to Council approval through the Multi-Year Budget process.	
Protect and enhance waterways, wetlands, and natural areas	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	 Implement projects identified in the One River Management Plan component of the One River Environmental Assessment.	<ul style="list-style-type: none"> E&I 	12/31/23		
Conserve energy and increase actions to respond to climate change and severe weather	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy.	 Undertake multi-division engagement on energy management challenges, opportunities, priorities and implementation plans.	<ul style="list-style-type: none"> E&I 	12/31/19		
		 Share progress made towards implementing the next Corporate Energy Management CDM Strategy.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Undertake multi-division engagement on green fleet management challenges, opportunities, priorities and implementation plans.	<ul style="list-style-type: none"> E&I 	12/31/19		
		 Undertake actions to reduce energy use on a per person basis.	<ul style="list-style-type: none"> E&I 	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Undertake actions to reduce greenhouse gas generation from 2007 levels.	<ul style="list-style-type: none"> E&I 	12/31/23		
Conserve energy and increase actions to respond to climate change and severe weather	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	 Undertake community engagement and finalize the next CEAP.	<ul style="list-style-type: none"> E&I 	9/30/21	Council received the Climate Emergency Action Plan in February 2022 and requested one final round of community engagement in February and March. The final plan was approved by Council on April 12, 2022.	
		 Share progress made towards implementing the next CEAP.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Undertake actions to reduce greenhouse gas generation on per person basis.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Undertake actions to reduce energy use from 1990 levels.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Engage stakeholder organizations, groups or businesses in CEAP.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Undertake actions to reduce greenhouse gas generation.	<ul style="list-style-type: none"> E&I 	12/31/23		
		 Share progress made towards implementing the next CEAP.	<ul style="list-style-type: none"> Conservation Authorities 	12/31/23	Work associated with the CEAP is still being assessed.	
Conserve energy and increase actions to respond to climate change and severe weather	Update flood forecast and warning system to address a changing climate.	 Undertake annual flood forecast and warning system update	<ul style="list-style-type: none"> Conservation Authorities 	12/31/23		
Conserve energy and increase actions to respond to climate change and severe weather	Assess health vulnerability to climate change.	 Reducing exposures to health hazards & promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts & heat warnings) to facilitate community action for cooling/warming centres, increasing hrs for recreational water facilities & shelters. MLHU advocates for public health strategies to be incorporated into muni. policy, as it relates to matters under municipal jurisdiction, land use planning, & the built environment.	<ul style="list-style-type: none"> MLHU 	12/31/23	Weather alerts that signal action for cooling/warming centres continued through the pandemic as did input, upon request from the City of London, on significant land use notices requiring public health consultation.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Comprised of larval mosquito surveillance and identification, larviciding, adult mosquito trapping and viral testing, human surveillance, source reduction, public education, responding to public inquiries, and passive and active tick surveillance.	<ul style="list-style-type: none">• MLHU	12/31/23	Annual surveillance, testing and treatment for vector borne disease is completed annually and continues to be on target. Public standing water sites within the City of London were monitored and treated throughout the season for mosquito larvae. The majority of public parks within the City of London have Middlesex London Health Unit supplied tick signage posted, and the majority of the city has been designated as a risk area for Lyme Disease by Public Health Ontario.	
CATEGORIES						
Londoners can move around the city safely and easily in a manner that meets their needs.						
Increase access to transportation options	Build more infrastructure for walking and bicycling.	 Implement capital contract to construct new sidewalks.	<ul style="list-style-type: none">• E&I	12/31/23	The annual New Sidewalk tender was awarded and information sharing with residents continues.	
		 Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan.	<ul style="list-style-type: none">• E&I	12/31/23	Completion of designs and award of capital contracts for the 2022 construction season progressing. Carryover projects from 2021 are also re-commencing.	
		 Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan.	<ul style="list-style-type: none">• E&I	12/31/23	Projects are progressing including the Adelaide Underpass, Southdale Road Improvements and Ridout/Commissioners intersection that will implement protected active transportation facilities.	
Increase access to transportation options	Continue to expand options and programs to increase mobility.	 Undertake background details and community engagement on bike parking challenges, opportunities, priorities and implementation plans.	<ul style="list-style-type: none">• E&I	2/28/22		Project has reached the 50% completion mark. Bike locker Pilot Project under way. Bike Parking is also part of the Mobility Master Plan. Revised completion date: 31/3/23.
		 Prepare background methodology, an approach to monitoring and implement.	<ul style="list-style-type: none">• E&I	12/31/21		Project has reached the 50% completion mark. Bike locker Pilot Project under way. Bike Parking is also part of the Mobility Master Plan. Revised completion date: 31/3/23.
		 Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s).	<ul style="list-style-type: none">• E&I	12/31/21	The development of a Transportation Management Association was presented to Council in February 2022 and approved April 12, 2022 as part of the Climate Emergency Action Plan.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share.	<ul style="list-style-type: none">E&I	9/30/21		Project has reached the 90% completion mark. Committee and Council to be updated in summer 2022 on next steps with respect to bike Share and other micro mobility options. Revised completion date: 31/3/23.
		 Share progress made towards implementing the transportation demand management actions.	<ul style="list-style-type: none">E&I	12/31/23		
Increase access to transportation options	Develop a strategic plan for a future with connected and autonomous vehicles.	 Develop and Finalize Strategy.	<ul style="list-style-type: none">E&I	12/31/22	Strategy creation continues with partner review and further input.	
Increase access to transportation options	Support Londoners to access affordable public transit where they live and work.	 Evaluate the income-related subsidized transit program.	<ul style="list-style-type: none">LTCNCWS	12/31/19		
		 Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	<ul style="list-style-type: none">LTCNCWS	3/31/20		
		 Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	<ul style="list-style-type: none">LTCNCWS	12/31/23		
		 Allocate funding to continue to support these programs.	<ul style="list-style-type: none">NCWS	12/31/23		
Increase access to transportation options	Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	 Approve associated budgets to allow for implementation of the 5 year plan.	<ul style="list-style-type: none">LTC	12/31/23		
Increase access to transportation options	Implement the LTC Ridership Growth Strategy.	 Approve associated budgets to allow for implementation of the targeted Ridership Growth Strategy initiatives.	<ul style="list-style-type: none">LTC	12/31/23		
Increase access to transportation options	Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	 Construct Rapid Transit Corridors in accordance with the approved RT Initiative Environmental Assessment.	<ul style="list-style-type: none">E&I	12/31/23	Tender awards and start of construction for Downtown Loop Phase 2 and East London Link Phase 1 is progressing.	
		 Implement Bus Rapid Transit System along constructed Rapid Transit Corridors.	<ul style="list-style-type: none">E&I	12/31/28		
Increase access to transportation options	Implement the LTC 5 year Conventional Service Plan.	 Approve associated budgets to allow for implementation of the 5 year plan.	<ul style="list-style-type: none">LTC	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Manage congestion and travel times	Continue to improve the traffic signal system for the benefit of all road users.	✔ Operationalize Transportation Management Centre.	• E&I	9/30/21	TMC is staffed and operationalized for improved transportation system efficiency.	
		⬆ Implement a new Advanced Traffic Management System.	• E&I	12/31/22	Intelligent Traffic Signal system project continues progresses with completion of the ATMS software and action on the following supportive components: installation of new signal controllers at intersections, installation of intersection cameras at intersections for monitoring, installation of transit signal priority system hardware on signals and buses.	
Manage congestion and travel times	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	⬆ Construct Bradley Avenue Extension, Jalna to Wharnccliffe.	• E&I	9/30/23	Project design and property acquisition continues.	
		⬆ Construct Southdale Road West Improvements.	• E&I	9/30/23	Project construction tender awarded by Council on April 12, 2022.	
		⬆ Construct Adelaide / CPR Grade Separation.	• E&I	6/30/23	Project construction tender awarded by Council on April 12, 2022.	
		⬆ Construct Wharnccliffe / CN Grade Separation.	• E&I	12/31/23	Project design and site preparation continues to progress.	
Improve safety for all modes of transportation	Implement infrastructure improvements and programs to improve road safety.	⬆ Implement Vision Zero London Road Safety Strategy Actions.	• E&I	12/31/23	Annual programs continue including implementation of pedestrian crossovers, lower area speed limits, signal leading pedestrian intervals and other infrastructure improvements. Most noteworthy is the start of automated speed enforcement in school zones.	
		✔ Update the Vision Zero Road Safety Strategy.	• E&I	12/31/21	Program update completed and shared with advisory committees using a statistical review of programs and progress to date to inform future actions.	
Improve the quality of pedestrian environments to support healthy and active lifestyles	Plant more trees to increase the city's tree canopy cover.	⬆ Implement annual tree planting program.	• E&I	12/31/23		
Improve the quality of pedestrian environments to support healthy and active lifestyles	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	⬆ Install new benches within parks to support expanded passive use.	• E&I	12/31/23		
		⬆ Install new light systems in parks to support extended use.	• E&I	12/31/23		
		⬆ Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/ more users.	• E&I	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Improve the quality of pedestrian environments to support healthy and active lifestyles	Increase pedestrian amenities on streets.	↑ Implement the Mobility policies of The London Plan.	<ul style="list-style-type: none">P&ED	12/31/23	Implementation is ongoing.	
		↑ Implement annual tree planting program.	<ul style="list-style-type: none">E&I	12/31/23		
		↑ Respond to neighbourhood street lighting projects as requested by Londoners.	<ul style="list-style-type: none">E&I	12/31/23	Program availability continues with design and construction preparation of one project active.	

Introduction

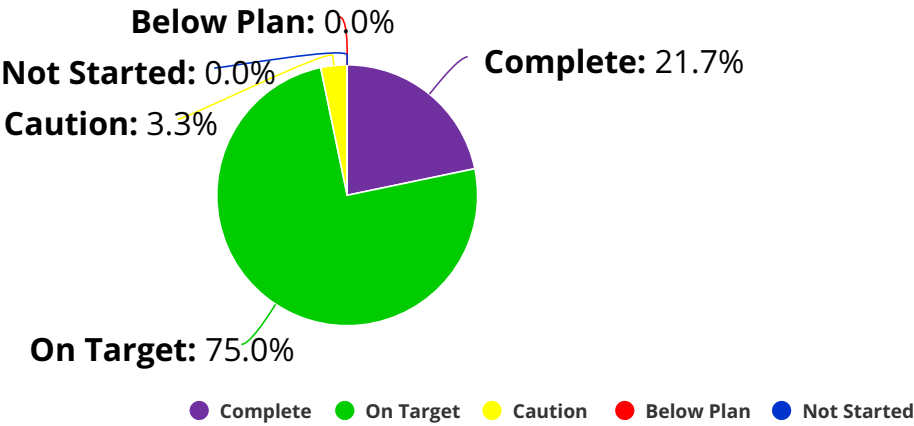
GROWING our Economy

OUTCOMES:

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



Growing our Economy - Progress
Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:







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











Below Plan: Action is delayed by 2 quarters or more



Not Started: Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
CATEGORIES						
London will develop a top quality workforce.						
Increase access employers have to the talent they require	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	 Strengthen existing industry clusters and identify new emerging areas.	<ul style="list-style-type: none">• LEDC• SHD	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
		 Facilitate effective labour matching for employers through the Business Momentum Series and other programs.	<ul style="list-style-type: none">• LEDC• SHD	12/31/23	39 workforce development activities occurred.	
		 Match employers needs to candidate pools and employment support agencies and educational providers.	<ul style="list-style-type: none">• LEDC• SHD	12/31/23	613 matching opportunities occurred. <u>Life Stabilization</u> Continue to offer Labour Market Information sessions on labour market opportunities via Zoom. We supported and promoted the London/Area Works job fair.	
Increase access employers have to the talent they require	Increase Ontario Works client participation within employment activities.	 Develop and implement the annual Ontario Works Service Plan.	<ul style="list-style-type: none">• SHD	9/30/19	Developed and submitted 2021-2022 Service Plan to Ministry.	
		 Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services.	<ul style="list-style-type: none">• SHD	12/31/23	30.6% of Ontario Works Cases exiting assistance were terminated as a result of participants exiting to employment, exceeding the target of 25%.	
		 Monitor and Report to Council on caseload trends as part of the Ontario Works Participant Profile.	<ul style="list-style-type: none">• SHD	12/31/23	October to December 2021 - 91.4% of eligible clients have an outcome plan.	The Ministry's statistics report for 1st quarter 2022 is available quarterly and has not been uploaded to the website.










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase access employers have to the talent they require	Increase the employment rate for Londoners who are not currently participating in the workforce.	 Continue to support the London Job's Now initiative.	<ul style="list-style-type: none"> • SHD • P&ED 	12/31/23	Civic Administration continues to provide support to the London Job's Now initiative through data provision and program alignment. <u>Life Stabilization:</u> Supporting 2 London Community Recovery Network (LCRN) projects; 1) Goodwill Worth Sewing Platform 2) ESC - Labour Market info sessions	
		 Monitor and evaluate London's employment trends.	<ul style="list-style-type: none"> • SHD • P&ED 	12/31/23	In Q1 2021, London marked its lowest unemployment rate of the COVID-19 Pandemic.	
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of local internship opportunities for post-secondary students.	 Implement Internship Program.	<ul style="list-style-type: none"> • ES 	12/31/23	The process for hiring interns has been initiated for 2022. Looking to hire two, one-year interns and six, fifteen-week interns in the next two months which would be an increase from the previous year. For the fall 2022, the City is looking to hire an additional four to six, fifteen-week interns.	
		 Engage Western University and Fanshawe College as partners with the Corporation's internship programs for international students.	<ul style="list-style-type: none"> • ES 	12/31/23		
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	 Facilitate effective labour matching for employers.	<ul style="list-style-type: none"> • LEDC 	12/31/23	39 workforce development activities occurred.	
		 Match employers needs to candidate pools and employment support agencies and educational providers.	<ul style="list-style-type: none"> • LEDC 	12/31/23	613 matching opportunities occurred.	
		 Continue to foster on-site training of Museum London staff, university and community college museology student interns; continue to exhibit heritage and local, regional, national and international artists' work; continue to support writers, musicians, digital experts through public programming initiatives.	<ul style="list-style-type: none"> • Museum London 	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	 Promote London to potential newcomers.	• CMO	12/31/23	The City of London and partners celebrated a virtual Newcomer Day with 125 participants.	
		 Host and support events to encourage integration and retention.	• CMO	12/31/23	Connected educational institutions hosting welcome events for international students with Mayor's Office to provide greetings on behalf of Council.	
		 Report annually on the retention of newcomers to London.	• CMO	12/31/23	In 2019, London surpassed its targeted average annual retention rate of 70% of the total gross annual inflow of Newcomers by 19%.	The data used for this calculations lags by 2 to 3 years.













Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
CATEGORIES						
London is a leader in Ontario for attracting new jobs and investments.						
Increase partnerships that promote collaboration, innovation, and investment	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	✔ Engage companies, implement pilot projects and share progress towards targets.	• E&I	12/31/19		
		✔ Engage companies, establish collaborative projects and share progress towards targets.	• E&I	12/31/19		
		✔ Engage companies, establish collaborative ideas and projects, and sign an MOU.	• E&I	12/31/19	As part of the Climate Emergency Action Plan, a new MoU has been approved for signing with Western University that builds off the success of the previous MoU and Agreement with Western University (London Waste to Resources Innovation Centre).	
Increase partnerships that promote collaboration, innovation, and investment	Implement the Smart City Strategy.	✔ Complete a Smart City Strategy.	• P&ED	12/31/20	Completed in 2020.	
		✔ Complete a Smart City Implementation Plan.	• P&ED	12/31/21	Completed in 2021.	
		📈 Implement the Smart City Strategy.	• P&ED	12/31/23	Implementation of Smart Cities initiatives continue.	













Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Create a Smart City Steering Committee.	<ul style="list-style-type: none"> P&ED 	12/31/20	Completed in 2020.	
Increase partnerships that promote collaboration, innovation, and investment	Seek out and develop new partnerships and opportunities for collaboration.	↑ Participate in City Studio.	<ul style="list-style-type: none"> P&ED 	12/31/23	There were 22 CityStudio projects during the 2021-22 school year with post-secondary partners.	
Increase partnerships that promote collaboration, innovation, and investment	Plan for High Speed Rail.	↑ Monitor provincial activity for opportunities to initiate local action.	<ul style="list-style-type: none"> E&I P&ED 	12/31/23	Monitoring of Provincial decisions regarding High Speed Rail continues.	
Increase partnerships that promote collaboration, innovation, and investment	Collaborate with regional partners on international missions for new investment attraction.	↑ Identify new emerging areas that can leverage London's core competencies and unique value proposition.	<ul style="list-style-type: none"> LEDC 	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
		↑ Participate on regional alliances such as the Ontario Food Cluster, and Ontario Manufacturing Communities Alliance and the Southwestern Ontario Marketing Alliance.	<ul style="list-style-type: none"> LEDC 	12/31/23	4 investment missions occurred in 2021 in partnership with Consider Canada City Alliance (CCCA) Ontario Food Cluster (OFC) Ontario Manufacturing Communities Alliance (OMCA).	
		↑ Raise visibility for job creation opportunities.	<ul style="list-style-type: none"> LEDC 	12/31/23	Engagement is up across all media channels, in part to success of campaigns such as I love London and Don't Tell Toronto.	
Increase partnerships that promote collaboration, innovation, and investment	Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	↑ Engage in regional planning discussions with area municipalities.	<ul style="list-style-type: none"> P&ED 	12/31/23	Engagement and discussions continue with area municipalities on various programs and projects.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase partnerships that promote collaboration, innovation, and investment	Grow tourism revenues through initiatives that build awareness and interest in London.	 Ongoing SEO, Content Marketing, Digital, Radio and Social sector and attraction specific campaigns to bolster tourism – demographic specific with the Millennial Tourist being the primary demographic.	<ul style="list-style-type: none"> P&ED 	12/31/23	Campaigns continue.	
Increase partnerships that promote collaboration, innovation, and investment	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	 Ongoing communication and collaborative partnerships with large organizations with common objectives to leverage resources such as with Downtown London or major venues, festivals or attractions.	<ul style="list-style-type: none"> P&ED 	12/31/23	Partnerships continue.	
Increase partnerships that promote collaboration, innovation, and investment	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	 Work with industry participants to produce meaningful annual tradeshow.	<ul style="list-style-type: none"> Western Fair 	12/31/23	The 2022 return of the Farm Show was abandoned in January as the greater needs of the community come first. Preparations for late Spring cannabis and poultry conferences are underway.	
		 Partner with investors to leverage WFA capital commitments.	<ul style="list-style-type: none"> Western Fair 	6/30/23	Second accelerator space substantially completed and work on incubator spaces began. Soon The Grove will have four community/commercial kitchen areas available for day use. Two current tenants secured significant foreign investments, and five agri-tech start-ups were funded with seed capital as part of the FedDev Grant, one of which has also received \$1.2M in seed capital from Emertech. Growing Chefs! Ontario built and opened its on-site greenhouse.	
		 Attract agri-entrepreneurs that align with WFA mandate and objectives.	<ul style="list-style-type: none"> Western Fair 	12/31/23	Secured Ontario Ministry of Agriculture, Food, and Rural Affairs grant to conduct agrobotics research project in collaboration with Haggerty Agrobotics.	
		 Develop programming with ACoE partners that fulfil needs of the community.	<ul style="list-style-type: none"> Western Fair 	12/31/23	Second Anniversary Grove open house in November 2021. Agrobotics open house event in March 2022.	
Increase partnerships that promote collaboration, innovation, and investment	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	 Continue to work with the Screen Industry Partner Committee and sector stakeholders on the development of an action plan in-line with municipal best practices.	<ul style="list-style-type: none"> P&ED 	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain viability in key global markets	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	 Leverage the new RBC Place London brand with a successful execution of the annual marketing plan working with key partners of Tourism London, Downtown London, Western University and Fanshawe College.	<ul style="list-style-type: none"> RBC Place 	12/31/22	Maintained naming sponsor with RBC using RBCPL facade for positive community messaging. Positive social media coverage with ongoing meals distributed by 519 Pursuit to those living rough.	Provincial restrictions on indoor gatherings extended closure of RBCPL into February 2022 eliminating ability to host events in Q1 and negatively impacting booked events in Q2 2022.
		 Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone.	<ul style="list-style-type: none"> RBC Place 	12/31/22	Two federal grant applications approved in 2022 for capital improvements: technology enhancements & King Street outdoor space enhancements. Capital improvements through grants to be completed by 12/31/22 and 03/15/23.	
		 Continue to enhance the guest experience by executing on the RBC Place London Guest (GX) and Associate (AX) Experience strategies.	<ul style="list-style-type: none"> RBC Place 	12/31/23	Safely hosted 13 events Sept - Dec 2021. Associates recalled late August 2021. Ongoing restrictions and additional closure mandated in Dec '21.	Revenue target not achieved in 2021 due to closure. Q1 2022 closure impacting 2022. Additional financial support was allocated during the Year-End Monitoring Report.
Maintain viability in key global markets	Create a vibrant entertainment district in the City of London.	 Continue to provide space and promote events that meet community needs.	<ul style="list-style-type: none"> Western Fair 	12/31/23	Western Fair continued to provide space for Londoner's to get vaccinated. The MLHU took control of the Agriplex in November, delivered their 1Mth shot in January, and continues to provide booster doses.	
		 Monitor the number of licensed outdoor patios with amplified sound.	<ul style="list-style-type: none"> P&ED 	12/31/23	12 new patios with amplified sound were opened.	
		 Monitor the number of private music venues in the City of London.	<ul style="list-style-type: none"> P&ED 	12/31/23	29 private music venues are operating again following the COVID-19 Pandemic.	
Increase public and private investment in strategic locations	Revitalize London's downtown and urban areas.	 Develop Metrics and Targets to monitor the performance of CIPs.	<ul style="list-style-type: none"> BIAs 	6/30/22	Metrics and Targets were adopted by Municipal Council on April 14, 2021 for the Downtown and OEV CIPs and on November 16, 2021 for the SoHo, Hamilton Road, and Lambeth CIPs.	
		 Implement CIP incentive programs.	<ul style="list-style-type: none"> BIAs 	12/31/23	Through support of the LCRN, enhancements made to CIP incentives such as patio and façade incentives.	
		 Report on the State of the Downtown bi-annually.	<ul style="list-style-type: none"> BIAs 	12/31/23	The State of the Downtown is to be reported on in 2022.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Contribute to a fund for property acquisition within Community Improvement Plan areas.	• P&ED	12/31/23	\$400,000 has been approved through the Multi- year Budget to be contributed to a reserve fund to allow the City to purchase lands within CIP Areas. Opportunities will be reviewed as they arise.	
		↑ Increase target marketing where appropriate to increase traffic in market.	• Covent Garden Market	12/31/23	Higher engagement and followers on social media. Foot traffic increasing in Q1 2022 with a noticeable jump from 54,700 patrons in February to 74,900 in March and continuing to increase.	Sales up \$1.16M from 2020/2021 but down \$1M from 2019/2020 for the period from Oct 2021 to Mar 2022. Covid-19 has had a drastic effect on the sales of our tenants but we have noticed an increase in sales since province wide mask and capacity mandates were removed.
		↑ Maintain level of tenant satisfaction to lower turnover.	• Covent Garden Market	12/31/23	Covent Garden Market has done everything it can to keep tenants operational through rent reduction and forgiveness. Have monitored food court eating area in compliance with the vaccine passport requirements to allow dining inside the market for our prepared food tenants.	
		↑ Fill vacancies with the right tenants for long lasting success.	• Covent Garden Market	12/31/23	New tenants adjusting well. Added a temporary Christmas themed tenant until December 31, 2021. Currently two vacant spaces at end of Q1 2022. Temporary tenant has extended beyond initial time frame and looking to become permanent.	
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Invest in city building projects.	↑ Implement Our Move Forward: London's Downtown Plan.	• P&ED	12/31/23	Under the strategic direction of 'Creating a Buzz', achieved an UNESCO City of Music Designation.	
		↑ Continue the procurement process for the Old Victoria Hospital Lands.	• P&ED	12/31/23	Rezoning occurred to facilitate the sale of lands to a consortium of affordable housing providers.	
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	↑ Continue to implement the Council approved policies related to sponsorship and advertising.	• NCWS	12/31/23	\$75,000 was donated by Tim Hortons for a new play village structure at Storybook Gardens. A \$250,000 pledge from Maple Leaf Sports Entertainment was made for a basketball court rebuild in West Lions Park in memory of the Afzaal family.	
		↑ Continue to implement the Adopt a Park program.	• NCWS	12/31/23	Two parks have been adopted in 2022: Byron and Carling.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	Ensure job growth through attraction of new capital from a diverse range of markets and industries.	 Identify new emerging areas that can leverage London's core competencies and unique value proposition.	<ul style="list-style-type: none">• LEDC	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
		 Invest and develop job creation opportunities in target markets best suited to match London's key sectors.	<ul style="list-style-type: none">• LEDC	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
CATEGORIES						
London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.						
Increase access to supports for entrepreneurs and small businesses, and community economic development	Revitalize London's Downtown and urban areas.	 Support Business Improvement Areas.	<ul style="list-style-type: none">• P&ED	12/31/23	Several new investments and programs with BIAs have occurred in relation to the LCRN, such as outdoor markets on Dundas Place and Holiday Concerts in partnership with the Arts Council.	
		 Review Regeneration Tools for Hyde Park area.	<ul style="list-style-type: none">• P&ED	12/31/20	Completed in 2020.	
		 Implement CIP Incentive Programs.	<ul style="list-style-type: none">• P&ED	12/31/23	The Argyle Core Area CIP was approved by Municipal Council on October 5, 2021.	
		 Complete the Lambeth Area CIP.	<ul style="list-style-type: none">• P&ED	12/31/19	Completed in 2021.	
		 Develop Metrics and Targets to monitor the performance of CIPs.	<ul style="list-style-type: none">• BIAs	6/30/22	Metrics and Targets were adopted by Municipal Council on April 14, 2021 for the Downtown and OEV CIPs and on November 16, 2021 for the SoHo, Hamilton Road, and Lambeth CIPs.	
		 Report on the State of the Downtown bi-annually.	<ul style="list-style-type: none">• BIAs	12/31/23	The State of the Downtown is to be reported on in 2022.	
		 Invest in BIA's in the multi-year budget.	<ul style="list-style-type: none">• BIAs	3/31/20	Completed in 2020 as part of the Multi-Year Budget.	
Increase access to supports for entrepreneurs and small businesses, and community economic development	Support entrepreneurs, start-up, and scale-up companies.	 Create a business friendly municipal environment.	<ul style="list-style-type: none">• LEDC	12/31/23	1082 referrals made from LEDC to partners, including municipal services.	
		 Foster scale-up activity with existing business and support long-term growth.	<ul style="list-style-type: none">• LEDC	12/31/23	23 active expansion files in 2021.	
		 Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network.	<ul style="list-style-type: none">• LEDC	12/31/23	28 seminars and workforce projects directed at workforce development in 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities.	<ul style="list-style-type: none"> P&ED 	12/31/23	The Music Office co-hosted multiple paid performance opportunities during September 2021 – April 2022 including: - 6 Revive live performances - Folk Music Ontario virtual showcase featuring 10 musicians - 55 performance opportunities in lead up to the Canadian Country Music Awards in local classrooms - 15 live performances during Canadian Country Music Week - Holiday performance series during restriction that featured 6 performances - Support Concert For Peace at Aeolian Hall featuring 16 musical groups.	
		 Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs.	<ul style="list-style-type: none"> P&ED 	12/31/23	Hosted multiple events to educate and connect community including, Canadian Songwriter Challenge, Music Sync Summit, ISO Project.	
Increase efficiency and consistency for administrative and regulatory processes	Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness.	 Prepare BIA creation/expansion manual.	<ul style="list-style-type: none"> P&ED 	12/31/21	Manual draft is complete, being reviewed.	
		 Update Incentive Marketing Materials.	<ul style="list-style-type: none"> P&ED 	12/31/20	Completed in 2020.	
		 Update the Sidewalk Patio Manual for Dundas Place.	<ul style="list-style-type: none"> P&ED 	6/30/21	Completed in 2021.	
		 Implement a review of existing by-laws with a risk-based protocol focussing on municipal purposes.	<ul style="list-style-type: none"> P&ED 	12/31/23	Municipal Compliance continues to review regulations in an effort to ensure public safety and consumer protection: towing, property standards, pool fences, vacant buildings and ;delivery of graphic flyers.	
		 Conduct focused reviews of all major building processes.	<ul style="list-style-type: none"> P&ED 	12/31/23	The review of all major building processes continues.	
		 Implement continuous improvement initiatives for all major building review processes.	<ul style="list-style-type: none"> P&ED 	12/31/23	Improved the digital permit application process by providing automated directions to applicants with respect to documentation format and submission of revisions.	
		 Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications.	<ul style="list-style-type: none"> P&ED 	12/31/22	Completed. All permit processing is conducted exclusively using digital methods allowing concurrent reviews.	
		 Improve capacity to engage the community and perform a regulatory role in the review of development applications.	<ul style="list-style-type: none"> P&ED 	12/31/23	Project continues.	
		 Conduct focused reviews of all major development review processes.	<ul style="list-style-type: none"> P&ED 	12/31/23	Reviews of major development processes continue.	
		 Implement continuous improvement initiatives for all major development review processes.	<ul style="list-style-type: none"> P&ED 	12/31/23	Reviews and implementation of major development processes continue. EZ sigma contracted to review processes.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Rezone the Hamilton Road Corridor to streamline approval processes.	• P&ED	12/31/19	Completed in 2019.	
		✓ Rezone the Lambeth Main Street Corridor to streamline approval processes.	• P&ED	12/31/21	Completed in 2021, the rezoning was approved.	
		✓ Remove Priority Listings from the Heritage Register.	• P&ED	3/31/19	Completed in 2019.	
		✓ Heritage Alteration Permit Process Review.	• P&ED	12/31/20	Completed in 2020.	
		✓ Revise the Archaeological holding provision in the Zoning Bylaw.	• P&ED	6/30/20	Completed in 2020.	
Increase efficiency and consistency for administrative and regulatory processes	Improve access and navigation of City services and supports through Service London Business.	↑ Continue to collaborate with external partners in regulatory workshops.	• P&ED	12/31/23	Regular workshops occur between City staff and small business community.	
		↑ Engage internal stakeholders to identify and complete customer journeys.	• P&ED	12/31/23	Residential Rental Unit Licensing journey map and Vehicle for Hire journey map in progress.	
		↑ Create awareness of the Service London Business Hub.	• P&ED	12/31/23	Business Hub continues to be promoted as an alternative to front counter service.	
		↑ Communicate business success stories to Londoners.	• P&ED	12/31/23	Events and promotions communicated through City of London social media channels.	
		↑ Create awareness of online resources for businesses.	• P&ED	12/31/23	Communication ongoing with new and existing businesses that have a municipal business license.	
Increase the availability of serviced land in strategic locations	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	✓ Update the Industrial Land Development Strategy.	• P&ED	12/31/21	Completed in 2021, approved by Council in December 2021.	
		↑ Continue to develop, market and sell industrial land.	• P&ED	12/31/23	15.5 hectares of industrial land was sold, resulting in an increase of \$576,000 in municipal taxes paid.	
		↑ Support existing and potential industrial clients to create and sustain jobs.	• P&ED	12/31/23	More than 275 jobs were added to industries within designated industrial lands.	
		↑ Help existing and potential industrial clients to grow the tax base.	• P&ED	12/31/23	15.5 hectares of industrial land was sold, resulting in an increase of \$576,000 in municipal taxes paid.	
		↑ Invest in the maintenance and acquisition of industrial land in strategic locations.	• P&ED	12/31/23	The Industrial Land Development Strategy continues to be implemented, as well as the purchase of 25.8 new hectares of developable land in 2021.	

Introduction

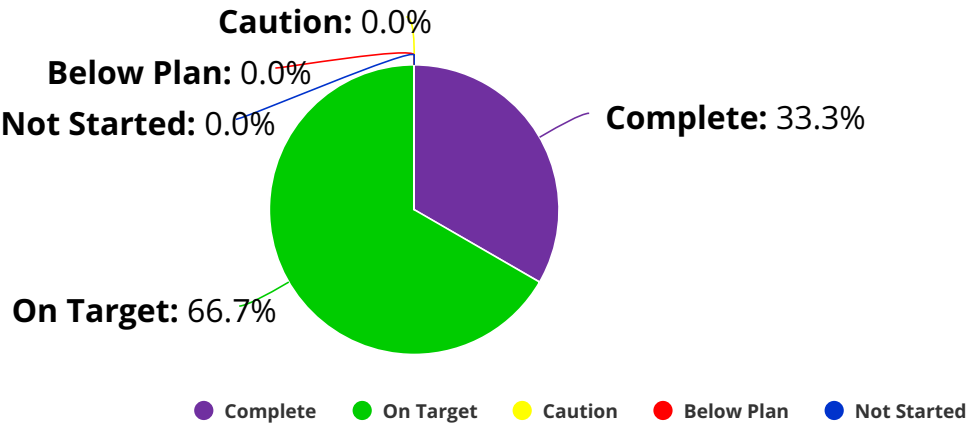
CREATING a Safe London for Women and Girls

OUTCOMES:

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



Creating a Safe London for Women and Girls - Progress
Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:




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












Below Plan: Action is delayed by 2 quarters or more








Not Started: Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
CATEGORIES						
London has enhanced the potential for women and girls to live safe lives.						
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.	 Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation and engagement.	• CMO	6/30/22	The City of London and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to collaborate on this action. The work of revising the City's Gender Equity Lens will be done in collaboration with the City's Anti-Racism and Anti-Oppression Division in alignment with the development of the new Anti-Racism and Anti-Oppression Framework. The intentional incorporation of gender equity into the Framework will ensure specificity regarding gender equity and equality as well as violence against women and girls and gender-based violence while considering the intersection of other inequalities and oppressions (e.g. sexuality, gender identity, ethnicity, Indigeneity, immigration status, disability, etc.).	
		 Present draft three pillared framework to Council.	• CMO	12/31/23		
		 Implement three pillared framework for public awareness.	• CMO	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.	 Through consultation develop action plan to ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.	<ul style="list-style-type: none"> CMO 	12/31/23	<p>The City continues to find opportunities to ensure that women and girls with lived experience are included in the development of policies, by-laws, and programs that affect them. Work underway to advance this strategy includes:</p> <ul style="list-style-type: none"> Bystander training will be rolled out to people leaders in Planning and Economic Development and Environment and Infrastructure beginning in June 2022, with training for frontline staff beginning in the fall. A companion Gender-Based Analysis Plus (GBA+) tool developed for use in conjunction with Crime Prevention Through Environmental Design (CPTED) principles is being reviewed and piloted by three divisions. This iterative tool will be used to ensure inclusive practices that engage women and girls with lived experience. The Housing Stability Action Plan identifies the safety of women and girls fleeing violence as a priority area. The Community Engagement Community of Practice collaborated with ANOVA to host a session on Gender-Based Violence and the intersections of identity when engaging the community in February 2022. The Mobility Master Plan team hosted an internal education session on systemic trauma and gender-based violence in March 2022. 	
		 Implement action plan.	<ul style="list-style-type: none"> CMO 	12/31/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.	 Finalize Respectful Workplace Policy and Complaint and Resolution Procedures.	<ul style="list-style-type: none"> ES 	12/31/19	Updated the Respectful Workplace Policy as part of Council Policy Annual review in August 2021.	
		 Implement Respectful Workplace Policy.	<ul style="list-style-type: none"> ES 	12/31/23	Renewed contract for Respectful Workplace Ombudsperson for another year.	
		 Update Template for Annual Report to City Council and update metrics.	<ul style="list-style-type: none"> ES 	12/31/20		
		 Annual Report to City Council.	<ul style="list-style-type: none"> ES 	12/31/23	Report submitted to Corporate Services Committee dated March 28, 2022, for the reporting period January 1, 2021, to December 31, 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.	 Review current "I Step Forward" and "It Starts with Me" training to update the intimate partner violence and sexual violence sections and include sex trafficking and non-state torture.	<ul style="list-style-type: none"> ES 	12/31/20		
		 Deliver updated "I Step Forward" and "It Starts with Me" training.	<ul style="list-style-type: none"> ES 	12/31/21	<p>In the first quarter of 2022, twenty-three employees representing a cross-section of the organization participated in a Pilot Program. In addition to reviewing these online training programs, debriefing sessions and a survey were conducted. Feedback from the Pilot Program was incorporated to enhance the learning experience.</p> <p>To date, 80 employees have completed "A Safe and Respectful Workplace" training and 90 employees have completed "Responding to Domestic Violence and Human Trafficking." A corporate-wide launch of these two corporate training programs is currently under way.</p>	<p>Two corporate training programs, "I Step Forward" and "It Starts with Me," were significantly enhanced as in the areas of responding to violence against women and employees' rights and responsibilities for creating and maintaining a respectful workplace. In addition, the <i>Centre for Research and Education on Violence Against Women and Children</i> (CREVAWC) conducted an intersectional review of these programs. The City's "I Step Forward" and "It Starts with Me" programs are now entitled "Responding to Domestic Violence and Human Trafficking" and "A Safe and Respectful Workplace" respectively.</p> <p>This is training that is delivered ongoing. The end date should be adjusted to 12/31/2023.</p>
		 Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture.	<ul style="list-style-type: none"> ES 	3/31/20		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
	Increase the number of women in senior management positions and other positions of power.	✓ Deliver Respectful Workplace training.	• ES	3/31/20		
		↑ Deliver enhanced Respectful Workplace Training.	• ES	12/31/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment		↑ Develop a Mentorship Program for women.	• CMO • ES	12/31/21		The work of creating a mentorship program for women at the City of London will be done in collaboration with the City's Anti-Racism and Anti-Oppression Division. The program must be grounded in the Anti-Racism and Anti-Oppression Framework and broadened to include racialized women and gender diversity. The creation of this Program will be done in conjunction with People Plan objective of updating the succession plan program. The technical capabilities will also be a feature of the new HRIS system when it is in place. Proposed new end date: 12/31/2023.
		↑ Implement Mentorship Program.	• CMO • ES	12/31/23		



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Review and update current Succession Plan with gender equity lens.	<ul style="list-style-type: none">• CMO• ES	12/31/21		The work of updating the City's succession program at the City of London will be done in collaboration with the City's Anti-Racism and Anti-Oppression Division and the People Plan. The program must be grounded in the Anti-Racism and Anti- Oppression Framework and broadened to include racialized women and gender diversity. The technical capabilities will also be a feature of the new HRIS system when it is in place. Proposed new end date: 12/31/2023.
		 Implement Updated Succession Plan.	<ul style="list-style-type: none">• CMO• ES	12/31/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.	 Install bus stop amenities.	<ul style="list-style-type: none">• LTC	12/31/23		
		 Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	<ul style="list-style-type: none">• LTC• NCWS	3/31/20		
		 Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	<ul style="list-style-type: none">• LTC• NCWS	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.	 Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.	<ul style="list-style-type: none"> • SHD 	12/31/23	Housing service areas continue to work with the London Coordinating Committee to End Woman Abuse (LCCEWA) and participated in 6 working group meetings in 2021. These working group meetings focus on identifying strategic housing actions to address discrimination.	
		 Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.	<ul style="list-style-type: none"> • SHD 	12/31/23	The City and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to identify action plan initiatives to specifically address the discrimination faced by women and girls trying to access affordable housing.	
		 Connect with the VAW agencies annually to update action plan as needed.	<ul style="list-style-type: none"> • SHD 	12/31/23	Workplan will be reviewed annually once developed.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.	 Enhance partnerships with local VAW programs and shelters to support a housing first philosophy for rapidly re-housing abused women and children.	<ul style="list-style-type: none"> • SHD 	12/31/23	Housing support programs continue to support rapid re-housing of abused women. Council's approval of the housing stability program for abused women will continue in 2022.	
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.	 Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.	<ul style="list-style-type: none"> • SHD 	12/31/23	Accomplishments are the same as noted under the strategy of Working together with City of London Housing Services, Housing Development Corporation, London-Middlesex Community Housing to build more accessible and safer housing options for women and girls.	
		 Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.	<ul style="list-style-type: none"> • SHD 	12/31/23	The City and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to identify action plan initiatives to specifically address the discrimination faced by women and girls trying to access affordable housing.	
		 Connect with the VAW agencies annually to update action plan as needed.	<ul style="list-style-type: none"> • SHD 	12/31/23	Workplan will be reviewed annually once developed.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.	✓ Assess outcomes of LPS involvement in Street Level Women at Risk (SLWAR) community plan.	• LPS	6/30/20		
		✓ Refer Persons at Risk (history/risk of survival sex work/trafficking) to Street Level Women at Risk (SLWAR) when intake is available.	• LPS	12/31/21	An ongoing partnership between the LPS and SLWAR resulted in successful outcomes for females at risk of violent offences. Women engaging in survival sex work identified by the LPS Persons at Risk (PAR) Coordinator were referred to SLWAR, successfully housed, and provided basic needs/security during the pandemic. Support from other programs/agencies (e.g., CMHA Middlesex, City of London Coordinated Access, Unity Project, and WISH) helped by facilitating immediate transitional housing until more permanent housing was available. As a result of all these supports, 80% of the referrals to SLWAR in 2021 were successful in acquiring sustained housing/hotel accommodations which exceeded our target of 63%. Trust and community partnerships represents a very large part of the success for these women.	
		✓ Collaboratively work with local agencies to work towards solutions for Persons at Risk (history/risk of survival sex work/trafficking).	• LPS	12/31/21	Refer to the above.	
		✓ Collaboratively work with local agencies to assist trafficked women to exit their situation and to prosecute those responsible.	• LPS	12/31/21	In 2021, the LPS Human Trafficking Unit continued to work with close to 10 local agencies to assist trafficked women to exit their situation and to prosecute those responsible.	
		✓ Work with neighbouring police services to combat Human Trafficking across jurisdictions.	• LPS	12/31/21	In 2021, a multi-jurisdictional human trafficking investigation involving the assistance of several police services across Ontario resulted in 87 criminal charges and 5 persons charged. Seven survivors came forward to police to provide statements related to this investigation.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.	✔ Investigate Global Every Woman Treaty.	• CMO	6/30/20	Research on the Global Every Woman Treaty has been completed. The Global Every Woman Treaty is a global treaty to end violence against women and girls and to create a legal mandate requiring nations to enact interventions proven to lower rates of violence.	
		⬆ Develop advocacy strategies regarding Global Every Woman Treaty.	• CMO	3/31/22		Local advocacy has been focused on the upcoming provincial election. Additional time is required to assess the current state of the Treaty and related advocacy. Suggested new end date: 6/30/23.
		⬆ Support advocacy regarding the Global Every Woman Treaty with AMO, FCM and other provincial associations, the governments of each province and the federal government.	• CMO	6/30/23		
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.	⬆ Include male violence against women and girls as a standing item on the Town and Gown Committee agenda.	• CMO	12/31/23		
		⬆ Update the Town and Gown Committee on community initiatives, such as UN Safe Cities Initiative, addressing male violence against women and girls.	• CMO	12/31/23		
		⬆ Recognize the safety of women and girls in preparing operational plans involving near-campus issues.	• P&ED	12/31/23	Discussions are ongoing with all partners, focusing on unsanctioned street parties.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/ Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).	✔ Update London Community Grants Program Policy to align with Council's Strategic Plan Strategic Areas of Focus.	• NCWS	8/30/19		
		⬆ Support organizations to apply for the London Community Grants Program and other municipal funding opportunities.	• NCWS	12/31/23	\$184,750 of London Community Grants Program funding allocated to groups that align with Creating a Safe London for Women and Girls.	
		✔ Support Anova to complete UN Safe Cities Interim Report.	• CMO	9/30/20		
		✔ Support Anova in completion of final draft scoping study and next steps to Council for consideration.	• CMO	12/31/20		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Support Anova in the implementation of next steps as outlined in UN Safe Cities Interim Report.	<ul style="list-style-type: none"> CMO 	12/31/23	<p>The Safe Cities London Action Plan was approved by Council in March, 2021. Currently, membership of Safe Cities includes 23 organizations and individuals with lived experience from across the community.</p> <p>The Safe Cities Action Plan outlines a number of actions for the areas of focus: Social Norms, Policy and Practice, and Collaboration. Accomplishments include:</p> <ul style="list-style-type: none"> Bystander intervention training was offered to bar staff in 2021 The London Transit Commission, Western University Students' Council, Fanshawe College and Anova collaborated to develop campus resources about bus safety protocols (what is sexual assault, on-board safety, courtesy stops) The Downtown Safety Audit included the use of an intersectional gendered lens in the development of recommendations to augment safety in the core area. Work is underway on a community-facing GBA+ toolkit Significant work is underway to scope and design an Alternate Reporting Program for London In Q1 2022, the Safe Cities London Advisory Committee established its 2022 workplan, with focus on the following: creating a community-wide shared understanding of sexual violence; map all services and supports; continue to build a GBA+ toolkit; alternate reporting. 	
		 Pending Council direction, support implementation of UN Safe Cities Initiative.	<ul style="list-style-type: none"> CMO 	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment	Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community	✔ Develop Trauma and Violence Lens.	• CMO	9/30/21	<p>The City and the LCCEWA continue to collaborate to identify promising practices and develop a guide for the application of a trauma and violence informed care approach. The trauma and violence lens is taking shape in a variety of ways that meet the specific need of service areas and teams:</p> <ul style="list-style-type: none">• The City is implementing bystander intervention training and disclosure training. These programs will augment the skills of employees to better support and identify the needs of women, girls, non-binary and trans individuals in their day-to-day work.• The London Coordinating Committee to End Woman Abuse (LCCEWA) and the City have developed a resource card that lists 24/7 crisis lines and services for women and girls. This card will be a resource for staff as part of training on handling disclosures of sexual violence.• The Anti-Racism and Anti-Oppression Framework as well as Foundational training include a focus on trauma and violence-informed care.• Trauma and violence-informed care is built into the Responding to Domestic Violence and Human Trafficking training program.• ANOVA delivered training sessions to both the Community Engagement Community of Practice and the Mobility Master Plan internal team on gender-based violence and the intersections of identity when engaging community.	
		⬆ Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures.	• CMO	6/30/23	As noted above, a trauma and violence-informed lens has been implemented as part of corporate tools and training programs such as the Anti-Racism and Anti-Oppression Framework, Anti-Racism and Anti-Oppression Foundational training. As well, service area-specific tools and training are being developed and implemented.	
		⬆ Apply Trauma and Violence Lens to implementation of Council's 2019-2023 Strategic Plan.	• CMO	12/31/23		

Introduction

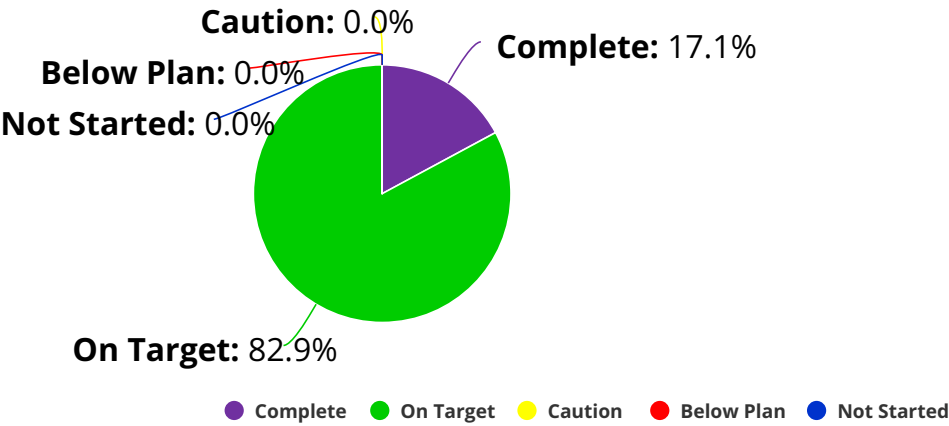
LEADING in Public Service

OUTCOMES:

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



Leading in Public Service - Progress
Progress Report



Status Definitions



Complete: Action is done



On Target:

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



Caution:









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













Below Plan: Action is delayed by 2 quarters or more



Not Started: Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
CATEGORIES						
The City of London is trusted, open, and accountable in service of our community.						
Increase opportunities for residents to be informed and participate in local government	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	 Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement.	<ul style="list-style-type: none">• ES	12/31/21	Completed framework for Corporate Communications strategy that was endorsed by SLT in December.	
		 Implement the Corporate Communications Strategy.	<ul style="list-style-type: none">• ES	12/31/23		
		 Develop and deliver a media relations training module.	<ul style="list-style-type: none">• ES	12/31/23		
		 Establish and facilitate an internal public engagement forum.	<ul style="list-style-type: none">• ES	12/31/23	Delivered internal session in February 2022 focused on understanding the prevalence of gender-based violence as well as a trauma and violence informed approach as a resource for staff when engaging with individuals in the community.	
		 Create a standardized survey to measure resident satisfaction with public engagement.	<ul style="list-style-type: none">• ES	12/31/23		
		 Complete a City Planning Outreach and Education Strategy.	<ul style="list-style-type: none">• P&ED	12/31/21	Project was terminated in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities to align with staffing changes made as a result of the corporate reorganization.	
		 Implement the City Planning Outreach and Education Strategy.	<ul style="list-style-type: none">• P&ED	12/31/23	Project was terminated in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities to align with staffing changes made as a result of the corporate reorganization.	
		 Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program.	<ul style="list-style-type: none">• NCWS	12/31/23	Continued to reach Londoners in communities that do not normally participate in Neighbourhood Decision Making through tactics such as large poster boards in parks, trails and dog parks, increased targeted social media posts, London Transit Commission ads on outside and inside of buses, billboards, and pop up events.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> FS 	12/31/23	Despite the ongoing COVID-19 pandemic, public engagement opportunities for the 2022 Annual Budget Update provided a variety of different ways for Londoners to provide input. These engagement opportunities included: <ul style="list-style-type: none"> Social media campaign Advertising in local publications Digital newsletters Pre-tabling virtual budget education sessions Post-tabling virtual budget presentation and Q&A Budget handout through Ontario Works cheque mail-outs All budget materials posted on london.ca/budget & GetInvolved.London.ca Public Participation Meeting Support for virtual Councillors' ward meetings as requested Materials to support Councillors' engagement activities Presentations to Council Advisory Committees and community groups as requested 	
		 Partner with community organizations for enhanced engagement through the Multi-Year Budget process.	<ul style="list-style-type: none"> FS 	12/31/23	Due to the ongoing COVID-19 pandemic, in person public engagement opportunities for the 2022 Annual Budget Update were not possible. However, virtual meetings with community groups were conducted as requested.	
Improve public accountability and transparency in decision making	Measure and publicly report on corporate performance.	 Compile and submit data for defined measures.	<ul style="list-style-type: none"> CMO 	12/31/23		
		 Update actions and metrics identified in Council's Strategic Plan.	<ul style="list-style-type: none"> CMO 	12/31/23	The November 2021 Semi-Annual Progress Report and the 2021 Report to the Community was presented to the Strategic Priorities and Policy Committee on November 30, 2021.	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public.	<ul style="list-style-type: none"> CMO 	12/31/23	<p>The 2021 Resident Satisfaction Survey was conducted by Forum Research Inc. between September 22 and October 8, 2021.</p> <p>Most residents (82%) say they are satisfied with the overall level and quality of services provided by the City of London, with one in five (20%) saying they are very satisfied. When compared to other municipalities, the City ranks close to the average rating of City service satisfaction.</p> <p>The number of residents satisfied with City services has decreased slightly since 2019 (from 89% to 82%). Most residents are satisfied with the quality of service delivery (80%), the accessibility of services (75%), and the time it takes to receive services (68%), however, the proportion of residents that are satisfied with these factors has decreased slightly from 2019.</p>	
Improve public accountability and transparency in decision making	Increase access to information to support community decision making.	 Conduct review of City's Open Data initiative.	<ul style="list-style-type: none"> CMO 	12/31/19		
		 Launch City data in a visual and user friendly format.	<ul style="list-style-type: none"> CMO 	12/31/19		
		 Identify and approve new datasets for release.	<ul style="list-style-type: none"> CMO 	12/31/23	The City's Open Data catalogue continues to be actively used by the community. Additionally, the City responds to new open data requests on an on going basis. These requests are largely from the education sector and private industry and have included information pertaining to historical documents and maps, municipal service delivery, etc.	
		 Survey community to prioritize datasets for release.	<ul style="list-style-type: none"> CMO 	12/31/23		
Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	 Deliver enterprise-wide training on anti-racism and anti-oppression, including Indigeneity.	<ul style="list-style-type: none"> CMO 	12/31/23	An enterprise-wide approach is being developed for anti-racism and anti-oppression training which will replace intercultural competency training for both City staff and ABCs. This will include a component on Indigeneity.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		↑ Actions to be developed in partnership with Indigenous peoples, including local First Nations.	• CMO	12/31/23	Held Council to Council meeting with Oneida Nation of the Thames in February 2022 with agreement to hold future meetings.	
		↑ Implementation of reconciliation plan.	• MLHU	12/31/23		
		↑ Health equity staff capacity building.	• MLHU	12/31/23		
		✓ Hire an Indigenous Relations position.	• CMO	12/31/20		
		✓ Develop an internal mechanism to identify and track City-led initiatives supporting reconciliation.	• CMO	12/31/20		
Increase the effectiveness of London's strategic advocacy	Promote London's intergovernmental priorities through Municipal Associations.	↑ Support London's representatives on the boards of various municipal associations.	• ES	12/31/23	Advanced City of London advocacy priorities through provincial and federal municipal associations, securing extended funding commitments on affordable housing construction and homeless prevention supports.	
Increase the effectiveness of London's strategic advocacy	Increase the awareness of, and support of, Council's strategic advocacy priorities.	✓ Develop 2019-2023 Strategic Advocacy Framework.	• ES	12/31/20		
		↑ Implement 2019-2023 Strategic Advocacy Framework.	• ES	12/31/23		
CATEGORIES						
Londoners experience exceptional and valued customer service.						
Increase community and resident satisfaction of their service experience with the City	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	↑ Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.	• NCWS	12/31/21	Community centres are reintroducing furniture into their buildings as gathering spaces where people are encouraged to gather and connect. The Child and Youth Network's All About Food maps are now located in all community centres for residents to access.	This item is ongoing and should have a date of 12/31/23.
		↑ Continue research and engagement to identify new and emerging program trends.	• NCWS	12/31/23	Presented to a group of seniors through Third Age Outreach to inform them of different recreation opportunities in London available to them. Presentation covered information on Seniors Centres Without Walls, Seniors Satellites, and the upcoming Age Friendly London conference.	
		↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	• NCWS	12/31/23	Participated in Thames Valley Children's Centre's Therapeutic Recreation Virtual Open House in January to share information with families about neighbourhood-based summer camp opportunities for children and youth with special needs.	












Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase responsiveness to our customers	Research and respond to emerging planning trends and issues.	Report on and respond to legislative changes.	• P&ED	12/31/23	Reporting on legislative changes is ongoing.	
		Report on and recommend action for emergent planning issues.	• P&ED	12/31/23	Reporting and recommendations on emergent planning issues is on going as needed.	
Increase responsiveness to our customers	Streamline customer intake and follow-up across the corporation.	Continue to develop customer service training initiatives.	• ES	12/31/23	The new Leadership Foundation Program includes a section on "Inspiring Customer Service Culture" where excellence in service delivery is explored and discussed.	
		Develop survey strategy for relevant customer service counters.	• ES	12/31/23		
		Track service request planned completion data in Dynamics CRM.	• ES	12/31/23	Lists and dashboards tracking the planned completion dates of records have been created and shared with operational areas to improve record management.	
		Monitor and Report outcome measures to the Ministry of Children, Community, and Social Services.	• SHD	12/31/23	78% of Ontario Works applications were processed in 4 days, exceeding target of 75%.	
		Monitor and update Ontario Works service delivery model.	• SHD	12/31/23	Life Stabilization exceeded target of 90% for wait times in the Ontario Works queue with 97.8% of Ontario Works clients calling the Intake line receiving service within 5 minutes.	
		Implement continuous improvement initiatives for all major development and building permit review processes.	• P&ED	12/31/23	Residential Rental Unit Licensing journey map and Vehicle for Hire journey map in progress.	
Increase efficiency and effectiveness of service delivery	Implement customer service standards.	Monitor and track Service Request Records.	• ES	12/31/23		
		Increase awareness of customer service information and standards.	• ES	12/31/23		
Increase efficiency and effectiveness of service delivery	Conduct targeted service reviews.	Conduct targeted zero-based budget reviews annually.	• FS	9/30/23	In preparation for the 2022 Annual Update to the Multi-Year Budget, Civic Administration undertook an extensive analysis of potential opportunities for reductions using zero-based review techniques. These reviews yielded potential reductions in more than 20 services and totaled more than \$3.5 million. The budget reductions identified through these zero-based reviews were approved as part of Budget Amendment #1 in the 2022 Annual Budget Update.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Conduct targeted additional reviews annually.	<ul style="list-style-type: none"> FS 	12/31/23	Similar to the Zero-based Reviews noted above, in preparation for the 2022 Annual Budget Update, a number of programs and services were reviewed by the Senior Leadership Team for potential budgetary savings to mitigate the planned 2022 tax levy increase. The reviews completed with potential savings were included as budget amendments for Council's consideration in the 2022 Annual Budget Update (approved by Council on December 21, 2021).	
		 Update Council on the service review program through the annual Service Review Update report.	<ul style="list-style-type: none"> FS 	12/31/23	The 2021 Service Review Update report was presented to the Strategic Priorities and Policy Committee on October 19, 2021.	
Increase efficiency and effectiveness of service delivery	Promote and strengthen continuous improvement practices.	 Implement Continuous Improvement Framework.	<ul style="list-style-type: none"> CMO 	12/31/23		
		 Provide City of London staff with knowledge, tools and resources to build and support a culture of continuous improvement.	<ul style="list-style-type: none"> CMO 	12/31/23	Communication strategies are currently under development to increase awareness and involvement across each Service Area. The Innovation and Continuous Improvement team continues to facilitate the 'I do, We do, You do' approach to increase organizational capacity and to move from basic awareness to regular practitioners of continuous improvement. Employee resources continue to be added, consolidated and made available on the City's intranet. Leader standard work, visual management and team huddles continue to be supported within a number of Service Areas to improve service delivery.	
		 Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects.	<ul style="list-style-type: none"> CMO 	12/31/23	The 2022 Continuous Improvement workplan supports a basic awareness, emerging capability and regular practitioner approach towards increasing capacity across the Corporation. The implementation of huddles, standard work, and visual management allow Service Areas to generate and implement improvement ideas in a structured manner. Quick wins or "tickets" that document implemented improvements are submitted by staff on a regular basis recognizing the improvement and the employee(s) who contributed to it. In 2022, 136 'C.I tickets' were completed by 61 unique employees. A pilot Green Belt program will begin later in 2022, resulting in the implementation of additional improvements across each Service Area.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades.	<ul style="list-style-type: none"> FS 	9/30/23	Process reviews and enhancements initiated and/or completed during this reporting period include: <ul style="list-style-type: none"> Review and enhancement of Environmental, Social and Governance (ESG) reporting in preparation for the 2023 Budget Update materials Development of allocation methodology for budgeted personnel "gapping" included in the approved budget Integration of S. 37 Bonusing reporting requirements into existing annual reporting on Parkland Reserve Funds Enhancements to annual Development Charges Reserve Funds reporting to include more comprehensive DC monitoring Development of an internal tracking process for budget development and monitoring submissions 	
		 Update and operationalize process improvements.	<ul style="list-style-type: none"> FS 	12/31/23	The enhancements noted above have either been fully implemented during this reporting period or will be completed shortly thereafter.	
		 Support internal and external customers to complete continuous improvement projects.	<ul style="list-style-type: none"> CMO 	12/31/23	The Continuous Improvement team is involved in supporting numerous internal initiatives across the Corporation, including Facility Planning, Site Plan and Subdivision, Clerk's Office and the Climate Emergency Action Plan. Through the facilitation of these improvements, the 'I do, We do, You do' approach is used to build individual and Service Area capacity with continuous improvement. The team continues to look at innovative communication methods to increase employee engagement and interest in continuous improvement practices.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase efficiency and effectiveness of service delivery	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	 Report the results of satisfaction with City services to Council annually.	<ul style="list-style-type: none"> CMO 	9/30/23	<p>The 2021 Resident Satisfaction Survey was conducted by Forum Research Inc. between September 22 and October 8, 2021.</p> <p>Most residents (82%) say they are satisfied with the overall level and quality of services provided by the City of London, with one in five (20%) saying they are very satisfied. When compared to other municipalities, the City ranks close to the average rating of City service satisfaction.</p> <p>The number of residents satisfied with City services has decreased slightly since 2019 (from 89% to 82%). Most residents are satisfied with the quality of service delivery (80%), the accessibility of services (75%), and the time it takes to receive services (68%), however, the proportion of residents that are satisfied with these factors has decreased slightly from 2019.</p>	
		 Participate in national benchmarking initiative.	<ul style="list-style-type: none"> CMO 	12/31/23	The City of London continues to participate in the Municipal Benchmarking Network of Canada (MBNC). MBNC's 2020 Performance Measurement Report was released in November, 2021 and is available at www.mbnccanada.ca/resources . MBNC collects data across 36 municipal service areas and includes a network of 12 member municipalities seeking to enhance municipal service delivery through progressive benchmarking and knowledge exchange.	
		 Include "customer service objective" as a component of individual performance plans.	<ul style="list-style-type: none"> ES 	12/31/23		
		 Train employees on Continuous Improvement practices.	<ul style="list-style-type: none"> CMO 	12/31/23	The Continuous Improvement team has expanded the availability of training due to accommodate increased interest across the Corporation. White Belt training is offered monthly, and Yellow Belt training is offered quarterly. Advanced training (Green Belt) is being offered to certified Yellow Belts to increase their knowledge and support expanded use of C.I tools. The Continuous Improvement team also offers dedicated training sessions upon request. The Leadership Foundations program (offered quarterly) includes an overview of the continuous improvement program. In 2021, 81 employees received formal continuous improvement training at various levels across the Corporation.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase efficiency and effectiveness of service delivery	Accommodate long-term space needs for the City of London and optimize service delivery locations.	✓ Develop Business Case for the consolidation of Civic Administrative Space for inclusion in the 2020-2023 Multi-year Budget.	• FS	12/31/19	A business case to develop new administrative space and consolidate occupancy through the implementation of a master accommodation plan was approved by Council with the 2020-2023 Multi- Year Budget on March 2, 2020.	
		✓ Update the Master Accommodation Plan taking into account the potential for alternate work strategies and long term impacts on work space requirements resulting from COVID-19.	• FS	12/31/21	Council directed Civic Administration in 2020 to initiate an update of the Master Accommodation Plan (MAP) and re-evaluate corporate space requirements to explore alternative work strategies and long term impacts on work space requirements resulting from the COVID-19 Pandemic. Civic Administration completed and presented an update of the Master Accommodation Plan to include Alternative work Strategies for the Strategic Priorities and Policy Committee on October 19, 2021 which included recommendations regarding long-term space requirements based on the implementation of alternative work strategies on a more permanent basis. Council approved the MAP and implementation of alternative work strategies that will guide overall space needs and will result in space savings of approximately 20%. The implementation and transition to the alternative work strategies will be completed through pilot projects for select service areas to test and adjust processes through a transition plan to long-term permanent implementation.	
Increase efficiency and effectiveness of service delivery	Improve animal welfare by encouraging more animal adoption.	↑ Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals.	• P&ED	12/31/23	Animal welfare services continues to partner with animal rescues in an effort to maintain London's status as an exemplary pro-adoption municipality. The "no kill" rate is consistently over the industry standard of 90%.	
Increase efficiency and effectiveness of service delivery	Improve residents' satisfaction with winter road and sidewalk maintenance.	↑ Execute winter maintenance level of service.	• E&I	6/30/23	Improved level of service for sidewalk snow plowing was implemented during the 2021/2022 winter season.	
		✓ Implement communications and education related to service levels.	• E&I	6/30/22	Webpage content was updated and CRM continues to be an effectively used tool. Winter maintenance is also being considered going forward in Mobility Master Plan discussions.	
Reduce barriers to access city services and information	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	↑ Develop and implement processes for better information sharing across Service Areas; including tracking cross functional teams, and tools for collaboration.	• ES	12/31/23		
		↑ Track and update Social Services / Housing training tracking report.	• SHD	12/31/23	Managers from Life Stabilization/Child Care Early Years/ Housing Stability Services attended training for Crucial Conversations and Burnout for Leaders.	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Participate in annual inter-departmental initiatives to enhance customer service.	<ul style="list-style-type: none"> • SHD 	12/31/23	The Diversion Pilot was continued to June 2022 - outreach staff connect with residents experiencing homelessness to assist in becoming registered for housing supports and connections to community organizations.	
Reduce barriers to access city services and information	Implement the 2018 to 2021 Multi Year Accessibility Plan.	 Annual Status Updates.	<ul style="list-style-type: none"> • CMO 	12/31/19		
		 Accessibility Compliance Report.	<ul style="list-style-type: none"> • CMO 	12/31/23		
		 Develop 2022 - 2025 Multi Year Accessibility Plan.	<ul style="list-style-type: none"> • CMO 	12/31/21	Completed community engagement to help build the 2022-2025 Accessibility Plan.	
		 Implement 2022 - 2025 Multi Year Accessibility Plan.	<ul style="list-style-type: none"> • CMO 	12/31/23	Developed a new Employee Resource Group called "Access without Limits" for employees with disabilities and accessibility supporters. Trained over 600 employees on building Accessible Documents.	
Reduce barriers to access city services and information	Implement ways to improve access to services and information.	 Collaborate with departments and divisions in bringing additional services to customer service counters.	<ul style="list-style-type: none"> • NCWS • ES 	12/31/23		
		 Engage internal stakeholders in translating tools and resources.	<ul style="list-style-type: none"> • ES 	12/31/23		
		 Continue to implement Service London initiatives.	<ul style="list-style-type: none"> • ES 	12/31/23		
		 Increase education about and awareness and use of service channels to make sure that people are getting the service they need when they need it.	<ul style="list-style-type: none"> • ES 	12/31/23	Service London and Strategic Communications partnered on an initiative to promote the London.ca/snow page and the Service London Portal before, during and after snow storms in an effort to inform Londoners on winter road maintenance standards and how to engage the City for service.	
		 Develop a policy for use of digital billboards and promote their availability.	<ul style="list-style-type: none"> • ES 	12/31/23	Access to digital billboards continues to extend the reach of City and community-based messaging and content to Londoners.	
Increase the use of technology to improve service delivery	Continue to maintain, build, and enhance a high-performing and secure computing environment.	 Review, investigate and successfully resolve technical service requests and incidents.	<ul style="list-style-type: none"> • ES 	12/31/23	ITS has successfully completed 10,816 service requests and incidents essential to the delivery of public service in the City of London from October 1, 2021 to March 31, 2022. ITS completed 900 more service requests and incidents compared to October 1, 2020 to March 31, 2021. This represents a 9% increase in service requests and incidents completed.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment.	<ul style="list-style-type: none">ES	12/31/23	ITS has successfully completed 23,571 tasks for service requests and incidents essential to the delivery of public service in the City of London from October 1, 2021 to March 31, 2022. ITS completed 4,737 more service request and incident tasks compared to October 1, 2020 to March 31, 2021. This represents a 25% increase in tasks completed.	
		 After each customer interaction through the incident and service request processes, ITS requests qualitative feedback on service performance. ITS receives over 2000 responses per year that are reviewed and analyzed to support service improvement.	<ul style="list-style-type: none">ES	12/31/23	ITS has provided exceptional customer service; surpassing the established 97% customer satisfaction target based on 1,018 survey respondents received from October 1, 2021 to March 31, 2022.	
CATEGORIES						
The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.						
Increase the diversity of the city's workforce	Update and implement an Equity and Inclusion Plan.	 Update to City Council - metrics and activities associated with workforce diversity/ demographics and the implementation of the Workplace Diversity and Inclusion Plan.	<ul style="list-style-type: none">CMOES	3/31/23	New hire data continues to be collected and indicates that 185 new hires in six identified equity-deserving groups have been hired from January to December 2021. The 2022 workforce census is in the planning phases with the aim to be implemented in Q4 2022.	
		 Develop and Finalize updated 2021 to 2026 Equity and Inclusion Plan .	<ul style="list-style-type: none">CMOES	6/30/22	An informal review of the Equity and Inclusion Plan by the Anti-Racism and Anti-Oppression Division is ongoing, considering feedback heard from employees across the Corporation. Key areas of focus in the updated plan will be equity training at the manager/supervisory level, and making processes for reporting discrimination more accessible.	Data from the 2022 workforce census will inform future updates to the Equity and Inclusion plan. Proposed new end date for this action: 12/31/ 2023.
		 Implement updated 2021 to 2026 Equity and Inclusion Plan.	<ul style="list-style-type: none">CMOES	12/31/26		
Attract and retain a talented workforce	Develop and implement a People Plan.	 Develop and Finalize People Plan and Metrics.	<ul style="list-style-type: none">ES	12/31/20		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement People Plan.	<ul style="list-style-type: none">• ES	12/31/23	The implementation of the People Plan is an ongoing action that will take place over many years. Several initiatives are well underway in support of the People Plan vision and areas of focus. Work continues to identify projects and initiatives that achieve the expected results of the People Plan.	
Maintain a safe and healthy workplace	Develop and implement a People Plan.	 Develop and Finalize People Plan and Metrics.	<ul style="list-style-type: none">• ES	12/31/20		
		 Implement People Plan.	<ul style="list-style-type: none">• ES	12/31/23	The implementation of the People Plan is an ongoing action that will take place over many years. Several initiatives are well underway in support of the People Plan vision and areas of focus. Work continues to identify projects and initiatives that achieve the expected results of the People Plan.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Plan, conduct, and support annual internal and external audits.	 Support external auditors through the financial statement audit process.	<ul style="list-style-type: none">• FS	6/30/23	The City's external audit for the 2019 year end was completed in September 2020, and the external audit for 2020 year end was completed in June 2021.	
		 Support internal auditors in executing the internal audit plan.	<ul style="list-style-type: none">• FS	12/31/23	Fifteen (15) internal audits have been completed to date of which six (6) relate to the 2019 internal audit plan, five (5) relate to the 2020 internal audit plan, and four (4) relate to the 2021 audit plan.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Continue to ensure the strength and sustainability of London's finances.	 Complete annual review process by Moody's Investor Services.	<ul style="list-style-type: none"> FS 	12/31/23	The 2021 Moody's review of the City's credit rating was completed in July 2021 and reported to the Corporate Services Committee on August 30, 2021. The City maintained its Aaa credit rating for the 45th consecutive year. The 2022 review will occur in summer 2022 with subsequent reporting to committee and council.	
		 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> FS 	3/31/23	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%.	
		 Implement the Corporation's approved financial policies.	<ul style="list-style-type: none"> FS 	12/31/23	Review of the Corporation's financial policies was completed in 2021 in accordance with the Policy for the Establishment and Maintenance of Council Policies. Updates to financial policies were presented to the Corporate Services Committee on July 26, 2021. Adherence with the policies will continue to be monitored on an ongoing basis.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Establish and monitor targets for reserves and reserve funds.	 Report to Council on the establishment and monitoring of reserve and reserve fund targets.	<ul style="list-style-type: none"> FS 	12/31/23	Review of the Corporation's Special Projects & New Initiatives category of reserves & reserve funds (inclusive of target balances) is ongoing and is scheduled to be brought forward for Council review and approval in June 2022.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Maximize investment returns, adhering to the City's investment policy.	 Implement and monitor the City's investment strategy.	<ul style="list-style-type: none"> FS 	12/31/23	A comprehensive investment strategy has been developed and is in the process of being implemented with the aim of enhancing investment returns while still maintaining liquidity and security of the capital invested. This updated strategy, inclusive of required changes to the City's Investment Policy, was presented to the Corporate Services Committee on July 26, 2021. It is anticipated that this new strategy and policy will greatly enhance the City's ability to maintain the purchasing power of invested funds.	
		 Update Council on investment performance through the annual Investment Report.	<ul style="list-style-type: none"> FS 	9/30/23	The 2021 Investment Report was presented to the Corporate Services Committee on July 26, 2021.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Review and update the City's financial strategic planning, principles, and policies.	 Review the Corporation's financial policies annually.	<ul style="list-style-type: none"> FS 	6/30/23	Review of the Corporation's financial policies was completed in 2021 in accordance with the Policy for the Establishment and Maintenance of Council Policies. Updates to financial policies were presented to the Corporate Services Committee on July 26, 2021. Adherence with the policies will continue to be monitored on an ongoing basis.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Update the Corporation's Strategic Financial Framework.	<ul style="list-style-type: none"> FS 	12/31/22	Preliminary foundational elements for the update of the Strategic Financial Framework, including review of the Debt Management Policy and the City's internal debt cap (among others), was completed in 2021. The compilation and review of the remainder of the Strategic Financial Framework is underway in 2022, in advance of the development of the 2024-2027 Multi-Year Budget.	The compilation and review of the remainder of the Strategic Financial Framework will be completed in 2022. Updates to the Framework will be completed in 2023, in advance of the 2024-2027 Multi-Year Budget. Proposed new end date: 12/31/23.
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> FS 	3/31/23	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%.	
		 Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports.	<ul style="list-style-type: none"> FS 	12/31/23	Semi-annual operating and capital budget monitoring reports were completed, with the 2021 Year-end Operating and Capital Monitoring reports to be presented to the Corporate Services Committee on April 19, 2022, inclusive of a comprehensive update on the City's 2021 and projected 2022 COVID-19 financial impacts.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Adhere to City of London limit on authorized debt (internal debt cap).	 Review the City's internal debt cap annually.	<ul style="list-style-type: none"> FS 	12/31/23	The 2020-2023 Multi-Year Budget was approved with an internal property tax supported debt cap of \$36 million/year on average, which will be reviewed annually throughout the Multi-Year Budget period. As outlined in the 2021 Year-end Capital Budget Monitoring Report to be presented to the Corporate Services Committee on April 19, 2022, the Corporation remains approx. \$2.2 million/year below this debt cap.	
		 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> FS 	3/31/23	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Develop tax policy to align with Council priorities of the Strategic Plan.	 Report out to Council on the impact of tax policy on property classes.	<ul style="list-style-type: none"> FS 	12/31/23	2020 Tax Policy was approved by Municipal Council on April 21, 2020. The 2021 Tax Policy was approved by Municipal Council on May 4, 2021, and the 2022 Tax Policy was approved by Municipal Council in April 12, 2022.	This is an annual activity. The end date has been updated to 12/31/23 to reflect the annual activity.
		 Develop future tax policy objectives.	<ul style="list-style-type: none"> FS 	6/30/22	Civic Administration brought forward multiple reports to the Corporate Services Committee which addressed a number of items that impact tax policy such as ratio setting for the farm property class, parking and vacant land, Business Education Taxes, and subclass reductions. While Business Education Tax was addressed through the Provincial Budget in November 2020, Reassessment continues to be delayed. Additionally in the summer of 2021, Civic Administration provided an information report on the optional Small Business Class Subclass. Currently, Civic Administration is reviewing the feasibility and scope of implementing a vacant residential property tax as seen in other Ontario municipalities.	As part of the Ontario Government's Budget on March 24, 2021, the Minister of Finance announced the Province's decision to once again postpone a province-wide property assessment update due to the pandemic.
		 Implement tax policy through the setting of property class tax ratios.	<ul style="list-style-type: none"> FS 	6/30/23	2020 Tax Policy was approved by Municipal Council on April 21, 2020, and 2021 Tax Policy was approved by Municipal Council on May 4, 2021, and the 2022 Tax Policy was approved by Municipal Council in April 12, 2022.	
Enhance the ability to respond to new and emerging technologies and best practices	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	 Digital solutions are reviewed and ranked by the Corporate IT steering committee through an established criteria and process. Digital solutions are then managed and updated through the ITS project management methodology across the project lifecycle: Initiation, Planning, Execution, Monitoring and Closing.	<ul style="list-style-type: none"> ES 	12/31/23	ITS delivered 23 digital solutions to City Services, Agencies, Boards and Commissions from October 1, 2021 to March 31, 2022. These digital solutions supported improved public service efficiency and business management opportunities.	
		 As part of the ITS project management methodology, all ITS projects require the completion of a lessons learned review for the purpose of enhancing project management.	<ul style="list-style-type: none"> ES 	12/31/23	ITS collected 129 project lessons learned from October 1, 2021 to March 31, 2022 resulting in the continuous improvement of ITS project management.	
		 As part of the ITS project management methodology, all ITS application projects undergo a success review to address the connection of project scope to delivered solutions through an Efficiency and Effectiveness lens.	<ul style="list-style-type: none"> ES 	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 All ITS resources are expected to account for labour on an hourly basis. This process allows for a labour focus aggregation and review from which management then makes allocation decisions to maximize project labour without impacting operations.	<ul style="list-style-type: none"> ES 	12/31/23	48% of ITS labour in the Applications work area was directed to the delivery of digital transformation from October 1, 2021 to March 31, 2022. This outcome exceeds industry standards.	
		 Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Paperless trials).	<ul style="list-style-type: none"> LS 	12/31/23		
		 Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Disclosure requests available electronically).	<ul style="list-style-type: none"> LS 	12/31/23		
		 Develop foundational requirements for converting to digital application tracking from manual processes.	<ul style="list-style-type: none"> P&ED 	3/31/20	Completed in 2020.	
		 Complete foundational requirements for converting to digital application tracking from manual processes.	<ul style="list-style-type: none"> P&ED 	6/30/21	Completed in 2021.	
		 Implement preferred software solution for digital application tracking.	<ul style="list-style-type: none"> P&ED 	6/30/23	RFP for a consultant on the solution acquisition is underway.	

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: Housing Development Corporation, London 2021 Annual
General Meeting of the Shareholder Annual Resolutions
Date: June 22, 2022

Recommendation

That, on the recommendation of the City Manager, the Independent Auditor's Report of KPMG LLP for the Shareholder of Housing Development Corporation, London, dated December 31, 2021, BE RECEIVED.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Item #4.1 – Strategic Priorities and Policy Committee – September 16, 2019
Item #2.8 – Community and Protective Services Committee – December 3, 2019
Item #2.2 – Strategic Priorities and Policy Committee – April 28, 2020
Item #3.1 – Strategic Priorities and Policy Committee – June 9, 2020
Item #2.1 – Strategic Priorities and Policy Committee – March 9, 2021
Item #2.6 – Community and Protective Services Committee – May 11, 2021
Item #3.1 – Strategic Priorities and Policy Committee – June 23, 2021

1.2 May 3, 2022 – Municipal Council Resolution

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

“That the following actions be taken with respect to the 2021 Annual General Meeting of the Shareholder for the Housing Development Corporation, London:

- a) the 2021 Annual General Meeting of the Shareholder for the Housing Development Corporation, London BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 22, 2022, for the purpose of receiving the report from the Board of Directors of the Housing Development Corporation, London in accordance with the *Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16*; and,
- b) the City Clerk BE DIRECTED to provide notice of the 2021 Annual Meeting to the Board of Directors for the Housing Development Corporation, London and to invite the Chair of the Board and the Executive Director of the Housing Development Corporation, London to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 12, 2022 from M. Espinoza, President & CEO, Housing Development Corporation, London with respect to this matter.”

2.0 Discussion and Considerations

2.1 Housing Development Corporation, London Governance

At its meeting held on January 12, 2021, Municipal Council resolved as follows with respect to Housing Development Corporation, London Governance:

“That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, the Managing Director, Corporate Services and the City Treasurer, Chief Financial Officer and with the concurrence of the City Manager, that the following actions be taken with respect to the proposed restructuring of the Housing Development Corporation, London (HDC), next steps and timelines:

- a) the report dated December 16, 2020 titled “Governance Functional Review – Housing Development Corporation, London (HDC), BE RECEIVED;
- b) the Acting Managing Director Housing, Social Services and Dearness Home BE AUTHORIZED to implement recommendations contained in the report noted in a) above;
- c) the Civic Administration BE DIRECTED to bring forward the necessary by-laws and documentation to dissolve Housing Development Corporation, London (HDC) and to integrate the affordable housing portfolio into the Corporation of City of London’s Corporate Structure with an implementation timeline of Q2 2021; and,
- d) the Civic Administration BE DIRECTED to undertake all other actions required to support the effective implementation c) above.”

2.2 2021 Annual General Meeting

The Housing Development Corporation, London (HDC) is a corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990 c. B.16.

In accordance with the *Business Corporations Act*, the Shareholder of HDC is required, at the Annual General meeting, to receive the 2021 audited financial statement for the Corporation. Under separate cover on the June 22, 2022 Strategic Priorities and Policy Committee Agenda is the “Financial Statements of Housing Development Corporation, London, December 31, 2021” submitted by KPMG LLP.

Conclusion

The City Manager recommends that the Independent Auditor’s Report of KPMG LLP for the Shareholder of Housing Development Corporation, London, dated December 31, 2021, be received.

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

2021 HDC Shareholder Update

Strategic Priorities and Policy Committee (SPPC)

City of London Municipal Council

Meeting of June 22, 2022



HDC

Housing Development Corporation, London

At its Shareholder meeting in 2021, Council recognized the retention of HDC and ongoing transition of services within a closer partnership with Civic Administration.

Within this direction, HDC is more closely aligned as a municipal service while fully retaining the strategic advantages of a separate business corporation, share held by Council. This HDC transition advanced through 2021 and included the retirement and transition of the CEO and advancement of the City's revised corporate structure.

The City's transition of HDC staff to Civic Administration occurred in 2022, finalizing this work. This advanced while staff managed complex development projects and continued to advance pre-development planning and other future strategies, together with City staff.

HDC continues to function as a unique and agile affordable housing “tool” – a specially formed resource and governance structure that allows the City to advance projects and strategies with speed and focused resources.

As in the past, this work and related progress updates are reported regularly to Council through the Housing Stability and Action Plan and related Roadmap (to 3000 affordable units) updates.



HDC Affordable Housing Accomplishments and Activity

In 2021:

- A total of **65** units were completed and brought into stock.
- An additional **464** units are approved, planned, and/or underway.
- Negotiated **94** Bonused units with tenant placement and 50-year agreements.

To date: (2015 to 2021) HDC has...

- Funded or directly advanced **602** units that are now completed and occupied.
- Assisted or directly developing an additional **456** units that are currently underway
- Negotiated **222** Bonused units which will be embedded in new private developments
- Assisted with the additional **400** units planned with the SoHo Alliance, Old Victoria Hospital Lands.

This equates to an approximate total of **1728**
of much needed affordable housing units



HDC Enterprise Partners in Development

2021 highlights included partnerships within Municipal Services as part of the City's strategic interest in building enterprise strategies across departments and service areas. These included:

Housing Stability Services

Collaboration with Housing Stability Services team to match identified tenants and supports from the Coordinated Access list to new affordable housing units.

- Completion of 122 Base Line Road – 61 units, also in partnership with LMCH as the Property Manager
- Under construction at 403 Thompson Road – 44 units
- Work underway to advance 345 Sylvan Street – 42 units

Housing Enterprise Action Team (HEAT)

Work was well underway to formulate this cross functional table specific to facilitate the development of affordable housing in support of the implementation of the *Roadmap to 3,000 Affordable Housing Units* Action Plan. This table is comprised of representatives from various City service areas.

HDC staff continued to work with community and sector clients and with other governments to help create affordable rental housing. This work includes partnerships with private and non-profit developers. In 2021, these included:

18 Elm St. and Ontario Aboriginal Housing Services (OAHS)

HDC continued to advance on pre-development activities supporting its innovative and strategic partnership with OAHS.

18 Elm Street, acquired by HDC as a surplus school site, the former Holy Cross Elementary School, remains on target to become an indigenous led 42-unit development inclusive of wrap around supports and the incorporation of a child-care centre in the plans.

1697 Highbury Ave. and Habitat for Humanity

HDC continued and advanced its partnership with Habitat by being able to support 20 stacked townhomes at 1697 Highbury Avenue. A further partnership was created by aligning eligible families from the City's Coordinated Access list.



HDC Negotiated Units through Section 37 Bonusing

Section 37 Bonusing allows municipalities to secure a community benefit (affordable housing units) in exchange for more height and density (the “lift) above existing planning permissions.

HDC acts as a third-party negotiator between the City and developers to support negotiations for bonusing in exchange for affordable rental housing. With exception of currently planning applications under review, The City’s ability to exercise Section 37 Bonusing will end in September 2022. The function of negotiating and advancing affordable units within land use plans and developments is anticipated to continue with other municipal plans and programs.

Bonused Units Negotiated in 2021: 94

Bonused Units Negotiated to Date: 222

Bonused Units Under Review: ≈80

Negotiated agreements typically provide for:

- An identified number of the total “lifted” affordable rental units
- A period of affordability, which is now at 50-year agreements
- Affordable rents as a % of CMHC Average Market Rent, which is on average 80%
- A Tenant Placement Agreement aligning the affordable units to the City’s Coordinated Access list

HDC Rapid Deployment of New Investment Tools

HDC continues to navigate, leverage, and source out all available capital investment programs related to affordable housing development.

CMHC Rapid Housing Initiative (RHI)

The RHI is a \$2.5 billion program to help address urgent housing needs, especially through the context of the pandemic, through rapid construction. Two successful developments funded under this program include:

- 122 Base Line Road using 5 different sources of funding for a total of \$19M – completed in Feb 2022
- 403 Thompson Road using 5 different sources of funding for a total of \$12M – target completion in Dec 2022



122 Base Line Road Rendering and Photo Taken May 2022



403 Thompson Road Rendering and Photo Taken May 2022





HDC Level of Affordability

In Canada, housing is considered “affordable” if it costs less than 30% of a household's before-tax income. Establishing rents to support various income levels is crucial to ensuring renters can truly afford their rent.

Examples of affordability through HDC developments:

122 Base Line Road

- One-bedroom monthly rents established at \$450, \$550 and \$692
Can be supported by an income of approx. \$18,000, \$22,000, \$37,000/year

403 Thompson Road

- Bachelor monthly rents established at \$600
Can be supported by an income of approx. \$36,000/year

2021 One Bedroom Average Market Rents:

Average Market Rent: \$1,095
Income level: \$43,800

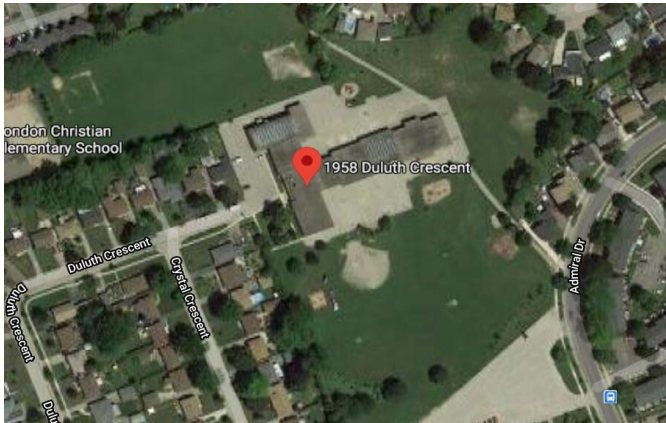
80% Average Market Rent: \$876
Income level: \$35,040

70% Average Market Rent: \$766
Income level: \$30,640



HDC Ongoing Focus and Developments in Planning

Pre-Development and Direct Development:
1958 Duluth Crescent
Advancing a range of built forms through partnerships



1956 Duluth Crescent Ariel View

Regeneration:
Supporting the renewal and retention of social housing assets including the LMHC Southdale development plans



Family in new apartment

Strategic Land Use:
Continued acquisition and assembly of municipal lands, surplus school sites, etc. to support affordable housing



Pre-developed municipal lands at 122 Base Line Road



THANK YOU

A special and heartfelt thank you to all our enterprise-wide and community partners.

Financial Statements of

**HOUSING DEVELOPMENT CORPORATION,
LONDON**

And Independent Auditors' Report thereon

December 31, 2021



KPMG LLP
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London ON N6A 5P2
Canada
Tel 519 672-4880
Fax 519 672-5684

INDEPENDENT AUDITORS' REPORT

To the Shareholder of Housing Development Corporation, London

Opinion

We have audited the financial statements of Housing Development Corporation, London (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations for the year then ended
- the statement of changes in net financial assets 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 results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

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.



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 Canadian public sector accounting standards, 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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a single, horizontal, slightly wavy line.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

May 30, 2022

HOUSING DEVELOPMENT CORPORATION, LONDON
Statement of Financial Position
December 31, 2021, with comparative information for 2020

	2021	2020
Financial assets		
Due from the Corporation of the City of London (note 3)	\$ 6,468,212	\$ 6,955,352
Trade and other receivables	1,863,613	170,290
Loan receivable	224,842	220,558
Total financial assets	8,556,667	7,346,200
Financial liabilities		
Accounts payable and accrued liabilities	1,797,149	331,199
Long-term debt (note 4)	17,760	-
Deferred revenue	5,671	7,961
Total financial liabilities	1,820,580	339,160
Net assets	6,736,087	7,007,040
Non-financial assets		
Tangible capital assets (note 5)	21,275,451	2,735,914
Prepaid expenses	8,321	7,847
Total non-financial assets	21,283,772	2,743,761
Commitments (note 10)		
Subsequent events (note 12)		
Accumulated surplus (note 6)	\$28,019,859	\$ 9,750,801

The accompanying notes are an integral part of these financial statements.

HOUSING DEVELOPMENT CORPORATION, LONDON

Statement of Operations

Year ended December 31, 2021, with comparative information for 2020

	Budget	2021	2020
	(note 9)		
Revenues			
Transfer payments			
Municipal - the Corporation of the City of London (note 3)	\$ 15,783,922	\$ 18,854,525	\$ 3,249,118
Federal	152,000	203,733	93,764
Interest income	90,000	155,372	166,201
Total revenues	16,025,922	19,213,630	3,509,083
Expenses			
Salaries, wages and fringe benefits	731,762	622,313	659,559
Materials and supplies	70,087	44,949	55,034
Contracted services	54,560	74,613	84,843
Office rental expense	31,000	27,038	25,824
External transfers	-	131,060	283,660
Amortization of tangible capital assets (note 5)	44,599	44,599	44,791
Total expenses	932,008	944,572	1,153,711
Annual surplus	15,093,914	18,269,058	2,355,372
Accumulated surplus, beginning of year (note 6)	9,750,801	9,750,801	7,395,429
Accumulated surplus, end of year (note 6)	\$ 24,844,715	\$ 28,019,859	\$ 9,750,801

The accompanying notes are an integral part of these financial statements.

HOUSING DEVELOPMENT CORPORATION, LONDON**Statement of Change in Net Financial Assets****Year ended December 31, 2021, with comparative information for 2020**

	Budget	2021	2020
Annual surplus	\$ 15,093,914	\$ 18,269,058	\$ 2,355,372
Acquisition of tangible capital assets	(18,584,136)	(18,584,136)	(2,341,337)
Amortization of tangible capital assets	44,599	44,599	44,791
	(3,445,623)	(270,479)	58,826
Change in prepaid expenses	-	(474)	(64)
Change in net financial assets	(3,445,623)	(270,953)	58,762
Net financial assets, beginning of year	7,007,040	7,007,040	6,948,278
Net financial assets, end of year	\$ 3,561,417	\$ 6,736,087	\$ 7,007,040

The accompanying notes are an integral part of these financial statements.

HOUSING DEVELOPMENT CORPORATION, LONDON**Statement of Cash Flows**

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in)		
Operating activities		
Annual surplus	\$ 18,269,058	\$ 2,355,372
Items not involving cash		
Amortization of tangible capital assets	44,599	44,791
Change in non-cash assets and liabilities		
Due from the Corporation of the City of London	487,140	(181,606)
Prepaid expenses	(474)	(64)
Trade and other receivables	(1,693,323)	(94,395)
Loans receivable	(4,284)	(6,353)
Accounts payable and accrued liabilities	1,465,950	225,881
Deferred revenue	(2,290)	(2,289)
Net change in cash from operating activities	18,566,376	2,341,337
Capital activities		
Purchase of tangible capital assets	(18,584,136)	(2,341,337)
Net change in cash from capital activities	(18,584,136)	(2,341,337)
Financing activities		
Proceeds from issuance of long term debt	17,760	-
Net change in cash from financing activities	17,760	-
Net change in cash flows and cash, end of year	\$ -	\$ -

The accompanying notes are an integral part of these financial statements.

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements
Year ended December 31, 2021

1. Nature of Reporting Entity

Housing Development Corporation, London (the "Corporation") is a municipal services corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990, c.B.16 on October 26, 2015.

The Corporation is a wholly owned subsidiary company of The Corporation of the City of London (the "City") and is managed by a Board of Directors appointed by the City, as the sole shareholder.

2. Significant Accounting Policies

The financial statements of the Corporation are prepared by management, in accordance with Canadian generally accepted accounting principles as defined in the Chartered Professional Accountants (CPA) of Canada Public Sector Handbook – Accounting.

Significant accounting policies are as follows:

(a) Basis of Accounting

Sources of financing and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Leasehold improvements	Lease term
Office equipment and furniture	5

Annual amortization is charged in the year of acquisition and in the year of disposal using the following rules:

- Leasehold improvements - prorated by month, based on in-service date
- Office equipment and furniture - half year rule.

Assets under construction are not amortized until the asset is available for productive use.

2. Significant Accounting Policies (continued)

(c) Government Transfers

Government transfer payments from the City are recognized in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end.

(d) Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the valuation allowances for receivables and useful lives assigned to tangible capital assets.

Actual results could differ from those estimates.

(e) Budget Figures

Budget figures have been provided for comparison purposes. Given differences between the budgeting model and generally accepted accounting principles established by the Public Sector Accounting Board ("PSAB"), certain budgeted amounts have been reclassified to reflect the presentation adopted under PSAB.

(f) Liability for Contaminated Sites

Under PS 3260, liability for contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. This Standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination.

2. Significant Accounting Policies (continued)

(g) Related Party Disclosures

Related parties exist when one party has the ability to control or has shared control over another party. Individuals that are key management personnel or close family members may also be related parties.

Disclosure is made when the transactions or events between related parties occur at a value different from what would have been recorded if they were not related and the transactions could have a material financial impact on the financial statements.

(h) Inter-entity Transactions

Transactions between related parties are recorded at carrying amounts with the exception of the following:

- Transactions in the normal course of business are recorded at exchange amount.
- Transactions with fair value consideration are recorded at exchange amount.
- Transfer of an asset or liability at nominal or no consideration is recorded by the provider at carrying amount and the recipient has the choice of either carrying amount or fair value.
- Cost allocations are reported using the exchange amount and revenues and expenses are reported on a gross basis.
- Unallocated costs for the provision of goods or services maybe recorded by the provider at cost, fair value or another amount dictated by policy, accountability structure or budget practice.

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2021

3. Related Party Transactions

The City maintains a separate general ledger on behalf of the Corporation. All funds are paid and received through the City's bank account and are held for use by the Corporation.

In accordance with the City of London Council's direction of September 2, 2014, the Corporation has been extended shared services support from the City. The City's support services include information technology, risk management, facility, finance, payroll, purchasing, legal and other administrative services to ensure operational efficiency. The Corporation has also entered into an agreement with the City under which the Corporation reimburses the City for salaries and fringe benefits for employees that provide services on behalf of the Corporation. The Corporation incurred charges of **\$183,397** (2020 - \$193,017) for these services and this expense has been included in the Statement of Operations.

During the year, the Corporation received municipal revenues from the shareholder, as follows:

- Operating budget appropriation revenue of **\$416,409** (2020 - \$342,987)
- Annual contribution to the affordable housing reserve fund of **\$2,770,000** (2020 - \$2,500,000)
- Administrative fee revenue of **\$262,160** (2020 - \$406,131)
- Municipal funding contribution of \$15,405,956 (2020 - \$nil) towards building construction.
- Municipal funding contribution of **\$nil** (2020 - \$nil) for land acquisition. On May 30, 2017, the City of London Council passed a resolution to transfer lands from City of London ownership to the Corporation for affordable housing purposes. The transaction was completed during 2018 and recorded as a tangible capital asset addition by the Corporation, noting that the lands were transferred at their net book values, as follows:

	Net Book Value	Market Value
403 Thompson Road, London	\$ 160,000	\$ 250,000
122 Baseline Road West, London	95,401	490,000
	\$ 255,401	\$ 740,000

The City Council resolution stipulates that the transfer will be subject to a 10-year reversion clause should the lands not be sold or developed by the Corporation.

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2021

4. Long-term Debt

The Corporation received funding from Canada Mortgage Housing Corporation (CMHC) under the Seed Funding Program, established pursuant to Section 76, of the National Housing Act, for the development or implementation of proposals to help increase the supply of affordable housing and to assist the continued viability and affordability of existing projects. The Seed Funding Program offers funding under a grant program as well as a loan program. Under the grant program, the Corporation received \$150,000 in grant revenue during the year. This has been reported in the statement of operations.

The Corporation also received funding in 2021 that is subject to a loan agreement between the Corporation and CMHC, where CMHC agrees to provide a loan up to an amount of \$45,000. As of year-end, advances in the amount of \$17,760 had been received by the Corporation.

Long-term debt is as follows:

	2021	2020
Long-term debt issued by CMHC under Seed Funding Program	\$ 17,760	\$ -

Principal repayment is due on the maturity date of August 5, 2023.

There is no interest expense on long-term debt incurred during the year. The Corporation will not be required to pay interest on the repayment amount until the maturity date of August 5, 2023. Interest on the repayment amount will commence on the 30th day following the maturity date, at an interest rate equal to Canada Prime Rate plus two percent (2%). Interest is calculated semi-annually and not in advance.

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2021

5. Tangible Capital Assets

Cost	Balance at December 31, 2020	Additions	Disposals	Balance at December 31, 2021
Land	\$ 2,639,267	\$ 438,075	\$ -	\$ 3,077,342
Leasehold improvements	218,431	-	-	218,431
Office equipment and furniture	5,525	-	-	5,525
Assets under construction	-	18,146,061	-	18,146,061
Total	\$ 2,863,223	\$ 18,584,136	\$ -	\$ 21,447,359

Accumulated Amortization	Balance at December 31, 2020	Amortization Expense	Amortization Disposals	Balance at December 31, 2021
Land	\$ -	\$ -	\$ -	\$ -
Leasehold improvements	123,777	43,686	-	167,463
Office equipment and furniture	3,532	913	-	4,445
Total	\$ 127,309	\$ 44,599	\$ -	\$ 171,908

	Net Book Value December 31, 2020	Net Book Value December 31, 2021
Land	\$ 2,639,267	\$ 3,077,342
Leasehold improvements	94,654	50,968
Office equipment and furniture	1,993	1,080
Assets under construction	-	18,146,061
Total	\$ 2,735,914	\$ 21,275,451

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2021

6. Accumulated Surplus

Accumulated surplus consists of the following:

	2021	2020
Surplus		
Invested in tangible capital assets	\$ 21,275,451	\$ 2,735,914
Capital deficit	-	(132,358)
Total surplus	21,275,451	2,603,556
Reserve funds set aside for specific purpose by the Board		
Future affordable housing (note 7)	6,744,308	7,147,145
Share capital		
100 Class A common shares (note 8)	100	100
	\$ 28,019,859	\$ 9,750,801

7. Analysis of Reserve Fund

	2021	2020
Reserve fund for future affordable housing:		
Balance, beginning of year	\$ 7,147,145	\$ 6,955,961
Interest earned	155,372	166,201
Contributions from current operations:		
Annual	2,770,000	2,500,000
Transfers to current operations	(136,927)	(283,660)
Transfers to capital operations:		
Development of land for future use	(3,191,282)	(2,191,357)
Balance, end of year	\$ 6,744,308	\$ 7,147,145
	2021	2020
Comprised of:		
Contributions from the City of London, stipulated for use in future affordable housing projects	\$ 6,449,687	\$ 6,846,658
Accumulated operating surpluses held for future administration expenses	294,621	300,487
Balance, end of year	\$ 6,744,308	\$ 7,147,145

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2021

8. Share Capital

	2021	2020
Authorized:		
An unlimited number of Class A common shares		
An unlimited number of Class B common shares		
An unlimited number of Class C common shares		
An unlimited number of non-cumulative, redeemable, voting Class A Special shares		
An unlimited number of non-cumulative, redeemable, voting Class B Special shares		
An unlimited number of non-cumulative, redeemable, voting Class C Special shares		
An unlimited number of non-cumulative, redeemable, voting Class D Special shares		
An unlimited number of non-cumulative, redeemable, voting Class E Special shares		
Issued:		
100 Class A common shares	\$ 100	\$ 100

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2021

9. Budget Data

Budget data presented in these financial statements are based upon the 2021 operating budget approved by the Board. Adjustments to budgeted values were required to provide comparative budget values based on the full accrual basis of accounting. These adjustments include revenues and expenses which were budgeted in the capital budget and amortization. Given that certain budget information is not available in full accrual format, the assumption of using budget adjustments that equal the actual full accrual adjustments was used. These full accrual budget estimates are for financial statement presentation only.

The chart below reconciles the approved budget with the budget figures as presented in these financial statements.

	Budget
Revenues	
Municipal revenue – The Corporation of the City of London	\$ 3,589,562
Municipal revenue – Transfers from capital and reserve fund	44,000
Government grants	2,000
Total Revenues	3,635,562
Expenses	
Personnel costs	501,985
Administrative expenses	46,500
Financial expense - Transfers to reserve fund	2,770,000
Purchased services	105,942
Materials and supplies	11,490
Furniture and equipment	15,000
Recovered expenses	184,645
Total expenses	3,635,562
Net surplus as per approved budget	-
PSAB reporting requirements and Budget adjustments:	
Capital program funding earned in year	12,322,513
Decrease in transfers to (from) capital and reserve fund	2,726,000
Increase in amortization	(44,599)
Increase in interest income - reserve fund	90,000
Net PSAB budget surplus as per financial statements	\$ 15,093,914

10. Commitments

- (a) The City is responsible for the delivery and administration of affordable housing programs in the City of London and the County of Middlesex. The City has delegated responsibilities for the administration and development activities for capital development within the Rental Housing Component to the Corporation.

Under this delegated authority, the Corporation has entered into various Municipal Contribution Agreements related to Affordable Housing Programs. The agreements are between the Corporation, the City and the successful proponent, who is selected through a procurement process. The agreements establish the proponent’s obligations with respect to the program and the Corporation’s and City’s obligation to provide funding to the proponent.

As at December 31, 2021, the Corporation has outstanding commitments remaining on these agreements of **\$629,475** (2020 - \$255,531).

- (b) The Corporation is committed to the following minimum annual operating lease payments for premises as follows:

2022	\$	23,875
2023		4,000
Total	\$	27,875

11. Impact of COVID-19 Pandemic

Effective March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact.

At the time of approval of these financial statements, the Corporation has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic:

- Office closure to the public from March 18, 2020 to the date of the auditors' report based on public health recommendations
- Working from home requirements for those able to do so

The ultimate duration and magnitude of the COVID-19 pandemic's impact on the Corporation's operations and financial position is not known at this time, although to date the impact has not been significant. These impacts could include a decline in future cash flows and changes to the value of assets and liabilities. Though management continues to make best efforts to forecast possible financial scenarios, an estimate of the future financial effect of the pandemic on the Corporation is not practicable at this time.

12. Other matters

Since year-end, the Corporation of the City of London (City), the sole shareholder of the Corporation, has undertaken resolutions to direct the transition of the affordable housing portfolio of the Housing Development Corporation, London into the City's corporate structure, including the Corporation's staff and business operations. At its Municipal Council meeting on March 23, 2021, the City resolved to have Civic Administration work and report back on the recommendations to winding up the Corporation when it has been confirmed that all commitments and functions of the Corporation have been assumed by the City.

B.2 2021 Update on Strategic Area of Focus 2: Creating More Housing Stock

We need far more affordable housing stock in our community. The shortage of safe, affordable housing options is impacting the stability and health of people across our community.

This section primarily focuses on the alignment of initiatives related to the development of new affordable housing stock. It is highlighted to inform Council as the sole shareholder of the Housing Development Corporation, London (HDC) of the activities and actions related to HDC advancing and delivering these initiatives. This section constitutes part of the HDC 2021 update to Council as sole shareholder.

Work is well underway towards achieving the goals set out in the Roadmap and exceeds HDC's target goal of 150 new affordable housing units per year. In 2021, 551 new affordable housing units were approved. These include:

Section 37 Bonusing

The Planning Act provides municipalities in Ontario the ability to advance public facilities, services or matters in exchange for additional height and density (bonusing) than would otherwise be permitted by zoning.

Since 2018, HDC has been engaged by the development industry to provide fair recommendations to the Director, City of London Development Services, for height and density bonusing in exchange for the provision of affordable housing. HDC's recommendations have resulted in a total of 20 Council approved bonus zones regulating the provision of 216 affordable housing units (including 212 rental units and 4 donated condominium units). These units are secured through agreement between the City of London and the developer. The bonus zone, and implementing agreement, identify the number of affordable units to be provided, the percentage of the Average Market Rent to be charged, and the affordability period. Agreements also require the developer to enter a Tenant Placement Agreement with the City of London. This action aligns the affordable rental housing unit with priority populations vetted and referred to the developer or their agent by the City. The agreement is registered on title with associated compliance requirements and remedies.

Bonusing has been extremely successful in advancing local housing affordability with a total of 94 affordable housing units were secured through approved bonus zones in 2021 alone. The Roadmap to 3,000 Action Plan identifies a target of 300 affordable rental and ownership units be provided for through bonusing or inclusionary zoning by 2024. It must be noted however that Council's ability to approve Bonus Zones will cease after September 18, 2022 and that while Inclusionary Zoning may be viewed as a future tool

similar to bonus zoning, the two affordable housing tools have significant differences.

1697 Highbury Avenue, Habitat for Humanity

Through the HDC Housing Partnership Program, which provides funding to non-profit organizations developing affordable housing to assist in off-setting municipal fees associated with development, HDC was able to fund 20 stacked townhome units at 1697 Highbury Avenue through Habitat for Humanity. Habitat is also working with the City’s Housing Stability Services team to match eligible families from the coordinated access list. Construction is expected to commence spring of 2022.

Old Victoria Hospital Lands, Vision SoHo Alliance

The City of London provided a one-time funding contribution of \$11.2 million to support up to 400 affordable housing units within Vision SoHo Alliance’s multi-residential project on the Old Victoria Hospital lands. This project will incorporate mixed use developments integrating the existing heritage buildings on the property, while enabling additional Londoners to secure sustainable, affordable housing.

Urgent Housing Sites

HDC continues to work on prioritized urgent housing sites owned by HDC and the City. The following are updates to these affordable housing developments:

122 Base Line Road West

The former vacant municipal surplus lands site at 122 Base Line Road West was transferred to HDC from the City in December 2018 and has become HDC’s first completed affordable housing development site. The 4-storey, 61-unit building site, advanced directly by HDC with the support of the City’s Rapid Housing SWOT Team, broke ground on March 1, 2021, and was funded through multiple levels of government, including the HDC Reserve (\$3.6M), the Ontario Priorities Housing Initiative (\$2.3M), the Social Services Relief Fund (\$5.4M) and the Rapid Housing Initiative (\$7.5M).

Less than one year later, on February 7, 2022, the building was deemed substantially complete and welcomed first tenancies on February 15, 2022. By March 1st, the building became 90% occupied with more than 95% of the tenancies confirmed with client-specific support services aligned to the individuals and families that were matched to the building through the Housing Stability Services Coordinated Access System and Team Champions.

Photos taken March 2021:



(Graphics: Vacant land at 122 Base Line Road)

Photos taken March 2022:



(Graphics: Building 122 Base Line Road)

Despite the pandemic and supply chain impacts and inclement weather conditions, the project remained 100% on-budget while first occupancy delays were mitigated to only six weeks beyond the original target occupancy date of January 1, 2022.

403 Thompson Road

In 2021, HDC, with the support of the City’s Rapid Housing SWOT Team, advanced the proposed 4-storey, 44-unit affordable housing development at 403 Thompson Road (the second former vacant municipal surplus lands site transferred to HDC from the City in December 2018) through the Site Plan Approval process. Funding through multiple levels of government was also secured through HDC in 2021, including the HDC Reserve (\$1.4M), the Ontario Priorities Housing Initiative (\$153K), the Social Services Relief Fund (\$1.2M) and the Rapid Housing Initiative (\$10.7M).

The built form of the proposed development at 403 Thompson Road is consistent with the prefabricated panelized modular building systems built at 122 Base Line Road West.

100% of the units have been designed to meet the housing needs for an individual occupant and will meet the barrier-free accessibility requirements of the Ontario Building Code for multi-residential housing. Each ‘single occupancy unit’ will provide for a modestly sized open floor plan, a compact kitchen with apartment sized appliances, and a private washroom with a roll-in accessible shower. Of the 44 Units, 41 will provide for standard accessible features and 3 will be fully accessible, including installation of grab bars, lowered counter heights, and knee clearance at sinks.

Renderings for 403 Thompson Road:



(Graphics: Renderings for 403 Thompson Road)

Next Steps to Advance 403 Thompson: The development of 403 Thompson Road broke ground on February 10, 2022 and is anticipated to welcome first tenancies by December 31, 2022.

345 Sylvan Street: Acting as the Development Agent on behalf of the City of London to create new affordable housing stock on City-owned lands at 345 Sylvan Street, HDC established development plans that provide for a 3-storey, 42-unit development consisting of 40 one-bedroom units and 2 two-bedroom units. The built form and accessible design approach are consistent with the prefabricated panelized modular building systems completed at 122 Base Line Road West and under construction at 403 Thompson Road and will include two units designed for full accessibility.

Rendering for 345 Sylvan Street:



(Graphic: Rendering for 345 Sylvan Street)

In 2021, HDC led the following activities to advance 345 Sylvan Street to shovel-ready:

- | | |
|------------------------|---|
| January through June | HDC prepared and released a Demolition Tender, and awarded and executed a contract, to remove the former residential group home building and prepare the site for future development. |
| March | Municipal Council approved HDC’s application for a combined Official Plan and Zoning By-Law amendment and included a Holding Provision requiring a future public site plan review process. |
| April | HDC executed a Pre-Construction Services Agreement with EllisDon Corporation to advance the development plans to Site Plan stage. |
| April through December | HDC/City Legal and Development Services responded to and successfully resolved an appeal received by the Ontario Land Tribunal (“OLT” formerly known as the Ontario Municipal Board) related to the above planning approvals. |
| August | HDC applied for capital funding through the Canada Mortgage and Housing Corporation (“CMHC”) Rapid Housing Initiative (round two). |
| December | The capital funding application was declined by CMHC.

To continue bringing the development plans to shovel-ready, staff recommended and the HDC Board approved extending the Agreement with EllisDon beyond Site Plan Approval to Building Permit ready. |

Next Steps to Advance 345 Sylvan Street

Construction could commence as early as July 2022, should sources of financing become available. In May 2022, the City of London Construction Administration Division of the Environment and Infrastructure Service Area will be administering the replacement of the water main and installation of a municipal sidewalk on Sylvan Street. This work is anticipated for completion by the end of June 2022.

18 Elm Street

In 2021, HDC established a strategic business alliance partnership with Ontario Aboriginal Housing Services (“OAHS”) to advance the creation of an Indigenous-led mixed-use affordable rental housing development at 18 Elm Street. The development plans established through the partnership will provide for a small-scale community centre and childcare facility on the ground floor level with 42 units above, in a proposed 4-storey/3-storey built form. The 42-unit multi-residential component on the second through fourth floors will provide for a mix of one-, two-, three-, and four-bedroom unit configurations.

Through HDC coordination with other municipal services areas, the development plans for 18 Elm Street will also include an Urban Park for conveyance to the municipality upon completion of the development.

HDC-led activities in 2021 to advance the creation of a specialized Indigenous-led

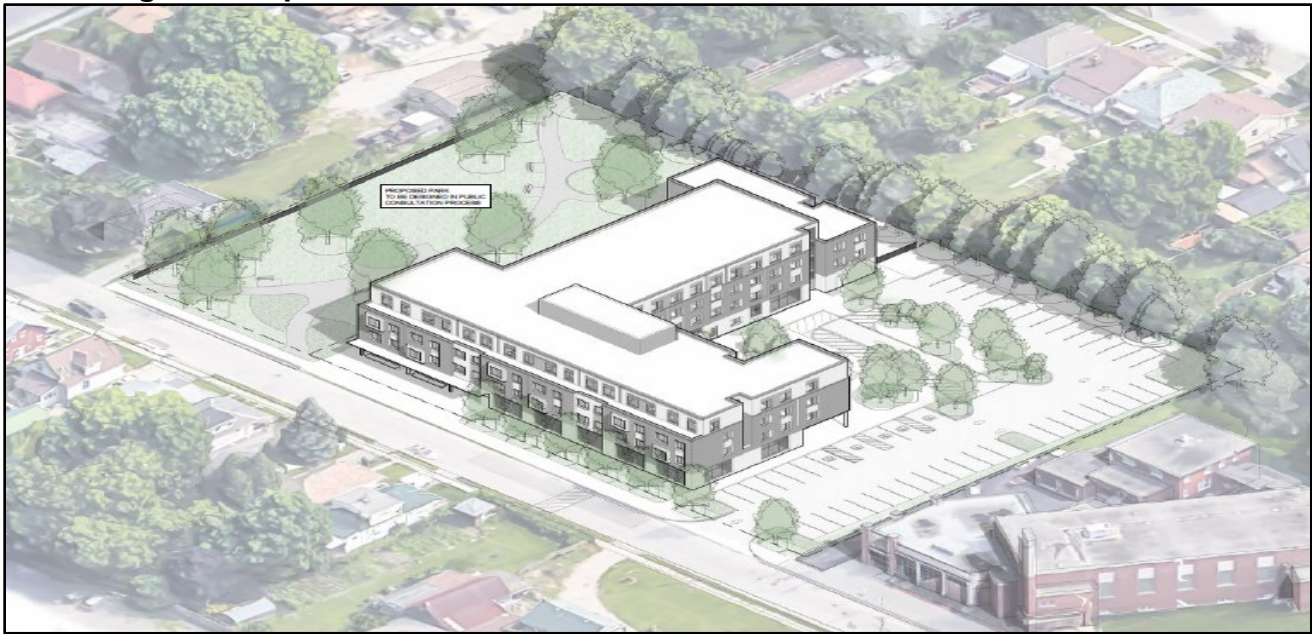
affordable housing development in partnership with OAHS at 18 Elm Street, include:

- January Substantial Completion was reached in the 2020 Demolition Tender released by HDC to remove the former school building and prepare the site for future development.
- February HDC and OAHS executed a Letter of Intent related to the strategic business alliance partnership and development plans noted above.
- July The HDC Board approved staff recommendations related to a Request for Pre-Qualification procurement process to establish a source list of prequalified architectural firms capable of delivering the project.
- September The HDC Board approved staff recommendations related to a Request for Proposal by Invitation Only procurement process issued to the prequalified source list, including awarding the Prime Consultant Services contract to Nicholson Sheffield Architects (“NSA”).

Next Steps to Advance 18 Elm Street:

Preparing to tender the construction project in September 2022. The development is anticipated for completion by the end of December 2023.

Site Design Concept for 18 Elm Street:



(Graphic: Site Concept for 18 Elm Street)

1958 Duluth Crescent

In 2021, HDC completed due diligence, preliminary engineering, and consultations with municipal services areas to inform HDC’s conceptual Draft Plan of Subdivision related to the former school lands located at 1958 Duluth Crescent. The conceptual plans will advance the creation of a mix of affordable rental and home ownership housing options to align with the targets outlined in the City of London’s Roadmap to 3000 Units Plan. In December 2021, HDC retained a planning consultant to prepare the application and materials required to submit the draft plans to the Approval Authority.

Through HDC coordination, the development plans for 1958 Duluth Crescent will also include a Park block for conveyance to the municipality upon completion of the development.

London Middlesex Community Housing (LMCH) Regeneration

Going forward, HDC will continue to support the regeneration activities of the LMCH project lead both at Southdale and across the broader portfolio. Progress is currently being made to advance the development at Southdale Road, London.

Community Housing Capital Planning

In 2021, Municipal Housing was successful in securing an additional \$465,300 Canada-Ontario Housing Initiative (COCHI) funding. As a result, a total of \$2.3 million was available and allocated to seven different social housing providers supporting 403 household units. Investments included new roofs, elevator modernization, new windows & doors to improve energy efficiency, and updates to bathrooms & kitchens.

Also in 2021, most of the 2020 capital work was completed as part of the 2020 Capital Investment Plan.

2021 Key Accomplishments

The following is a list of achievements in 2021 related to new development:

- Approved a total of 551 new affordable units for development which include:
 - Negotiated 94 units under section 37 Bonusing.
 - Advanced development of a 44-unit Rapid Housing Initiative (RHI) prefabricated panelized modular housing project at 403 Thompson, with \$10.6 million in grant funding received from CMHC through their RHI funding. Target completion date is end of 2022.
 - Supporting 400 affordable units through Vision SoHo Alliance.
 - Funded 20 homeownership units through Habitat for Humanity.
- The development at 440 Clarke Road by Zerín Development Corporation was completed and resulted in a total of 65 new affordable rental housing units being brought into stock in 2021.
- Partnership was established to match tenants with supports from the Coordinated Access Wait List to units at 122 Base Line Road West.
- Continued to activate 2 surplus school sites at 18 Elm and 1958 Duluth.
- Leveraged \$13,028,844 million of municipal funding towards additional affordable housing stock being developed in our community.
- Navigated and stacked four government funding programs to support new affordable housing developments.
- Retained 26 sector/industry leader Agreements with engaged HDC Rostered Partners.
- Advanced plans for municipal investment of \$1,328,844 to assist in leveraging an additional \$11,097,513 million in other government funding.
- Invested \$2.3 million towards Community Housing Capital Investment Plan initiatives supporting 403 household units.

2021 Affordable Housing Development Updates through HDC:

Address	Affordable Units	Market Units	Total Units	Year Approved	Status
228-230 Dundas Street	33	0	33	2015	Completed and renting in 2021
516 Albert St., Strathroy 1822039 Ontario Ltd.	27	4	31	2016	Completed and renting in 2018
27 Centre St. Escalade Property Corp.	46	15	61	2016	Completed and renting in 2018
356 Dundas St Indwell Community Homes	50	19	69	2016	Completed and renting in 2019
770 Whetter Ave. Homes Unlimited Inc.	50	4	54	2017	Completed and renting in 2019
45 Centre St. Escalade Property Corp.	45	37	82	2017	Projected completion in 2021
1045 Dundas St. London Affordable Housing Foundation	41	0	41	2018	Completed and renting in 2020
1090 Hamilton Rd. Italian Seniors Project	54	6	60	2018	Completed and renting in 2020
440 Clarke Rd. Zerín Development Corp.	33	32	65	2019	Completed and renting in 2021
329-331 Richmond St. Youth Opportunities Unlimited	35	0	35	2019	Projected completion in 2023

744 Dundas Street Indwell Community Homes	72	0	72	2020	Projected completion in 2022
122 Base Line Road W HDC	61	0	61	2020	Completed and renting in 2022
403 Thompson Road HDC	44	0	44	2021	Under construction. Projected completion by end of 2022
345 Sylvan Street City of London	42	0	42	Pending	Plans advanced to Site Plan Approval and Building Permit
18 Elm Street HDC	42	0	42	Pending	Plans advancing to land use and zoning permissions stage
1958 Duluth Crescent HDC	TBD			Pending	Plans advancing to Draft Plan of Subdivision stage
1697 Highbury Ave Habitat for Humanity	20	0	20	2021	Awaiting building permit in 2022
Old Victoria Hospital Lands Vision SoHo Alliance	400	200	600	2021	Planning stages and first building await building permit in 2022
Total	*1095	**317	1412		

* In addition, HDC had inherited 193 Clarke Road and 534 Albert St., Strathroy.

** Market units are rented at or slightly above the average rent. They maintain a relative affordability and help fund lower rents within the associated project.

Total number of Actions within this Strategic Area of Focus = 40
20 Completed and Ongoing, 8 In Progress, 12 Future Target

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone
Subject: London & Middlesex Community Housing Inc. 2021 Annual
General Meeting of the Shareholder Annual Resolutions
Date: June 22, 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 & Middlesex Community Housing Inc.”, BE INTRODUCED at the Municipal Council meeting to be held on July 5, 2022.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

March 4, 2019 – Strategic Priorities and Policy Committee – Agenda Item #2.2
April 8, 2019 – Strategic Priorities and Policy Committee – Agenda Items #4.3 and #4.4
June 24, 2019 – Strategic Priorities and Policy Committee – Agenda Item #3.2
August 26, 2019 – Strategic Priorities and Policy Committee – Agenda Item #2.2
September 16, 2019 – Strategic Priorities and Policy Committee – Agenda Item #4.1
March 31, 2020 – Strategic Priorities and Policy Committee – Agenda Item #2.1
April 7, 2020 – Strategic Priorities and Policy Committee – Agenda Item #2.1
December 16, 2020 – Strategic Priorities and Policy Committee – Agenda Item. #3.2
April 6, 2021 – Strategic Priorities and Policy Committee – Agenda Item #2.3
June 23, 2021 – Strategic Priorities and Policy Committee – Agenda Item #3.3

2.0 Discussion and Considerations

2.1 2021 Annual General Meeting

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

“That the following actions be taken with respect to the 2021 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing:

- a) the 2021 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 22, 2022, for the purpose of receiving the report from the Board of Directors of the London & Middlesex Community Housing in accordance with the *Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16*; and,
- b) the City Clerk BE DIRECTED to provide notice of the 2021 Annual Meeting to the Board of Directors for the London & Middlesex Community Housing and to invite the Chair of the Board and the Executive Director of the London & Middlesex Community Housing to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 28, 2022, from P. Chisholm, CEO, London & Middlesex Community Housing, with respect to this matter.”

2021 Annual General Meeting

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

The attached (Schedule “1”) Annual Resolutions of the Shareholder of the London & Middlesex Community Housing Inc. addresses the following matters that are required to be dealt with at an Annual Meeting as required by the Shareholder’s Declaration and the *Business Corporations Act*:

- a) receipt of the 2021 audited financial statements; and,
- b) appoint an Auditor; and,
- c) election of the directors.

2.2 Directors Requiring Election

The election of two (2) First Class Directors is required, as the term for Aynsley Anderson and John Millson has ended. P. Chisholm, Chief Executive Officer, London and Middlesex Community Housing (LMCH) advised the Strategic Priorities and Policy Committee at their meeting held on June 7, 2022 by a letter dated May 30, 2022 that their Board of Directors requested that the City of London permit LMCH to reopen a focused recruitment for 2 Community Directors. No recommendation was submitted with respect to candidates to fill the vacancies.

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

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 & Middlesex Community Housing Inc.”, BE INTRODUCED at the Municipal Council meeting to be held on July 5, 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 &
Middlesex Community Housing Inc.

WHEREAS London & Middlesex Community Housing Inc. is incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16 (the “BCA”);

AND WHEREAS subsection 104(1)(b) of the BCA provides that a resolution in writing dealing with all matters required by the BCA 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 BCA relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of London & Middlesex Community Housing 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 & Middlesex Community Housing 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 and effect on the day it is passed.

PASSED in Open Council on July 5, 2022.

Ed Holder
Mayor

Michael Schulthess
City Clerk

First Reading – July 5, 2022
Second Reading – July 5, 2022
Third Reading – July 5, 2022

**SCHEDULE “1”
LONDON & MIDDLESEX COMMUNITY HOUSING 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 resolution, signed by the sole shareholder of the Corporation entitled to vote thereon, is hereby passed pursuant to 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 the Declaration of the Sole Shareholder, the board of directors of the Corporation shall consist of eleven directors, eight of which shall be composed of various classes of directors, each serving for a three-year term, the ninth, tenth and eleventh members of the fourth class shall serve as the representatives of the municipal council of The Corporation of the City of London and The Corporation of the County of Middlesex;

AND WHEREAS the terms of the directors that are members of the second class expire at the annual meeting of shareholders held in 2018 pursuant to paragraph 6.2 of the Declaration of the Sole Shareholder;

NOW THEREFORE BE IT RESOLBED THAT:

1. Each of the following persons, being directors that are members of the first class pursuant to paragraph 6.2 of the Declaration of the Sole Shareholder, 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:

Class	Director	Term
First	Vacant	The close of the annual meeting of the shareholders to be held in 2022 for the financial year ending December 31, 2024
First	Vacant	The close of the annual meeting of the shareholders to be held in 2022 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 6.2 of the Declaration of the Sole Shareholder, 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:

Class	Director	Term
Second	Tammy Brooks (Tenant)	The close of the annual meeting of the shareholders to be held in 2025 for the financial year ending December 31, 2024
Second	Shellie Chowns	The close of the annual meeting of the shareholders to be held in 2025 for the financial year ending December 31, 2024
Third	Anne-Marie Mitchell (Tenant)	The close of the annual meeting of the shareholders to be held in 2026 for the financial year ending December 31, 2025
Third	Gary Bezaire	The close of the annual meeting of the shareholders to be held in 2026 for the financial year ending December 31, 2025
Fourth	Councillor Josh Morgan	The term ending November 14, 2022
Fourth	Councillor Shawn Lewis	The term ending November 14, 2022
Fourth	Adrian Cornelissen (County of Middlesex)	The term ending November 14, 2022

APPOINTMENT OF AUDITORS

4. 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



EYES on the FUTURE

2021 Annual Report

Presentation to:

Strategic Priorities & Policy Committee

June 22, 2022

Who We Serve

City of London

Family Communities

858 total units

9 Communities + Scattered Sites



Adult Communities

1046 total units

9 Apartment Buildings



Senior Communities

1219 total units

6 Apartment Buildings



Middlesex County

Adult, Senior & Family Communities

159 total units

8 Communities

Our Impact in 2021

- 343 new tenancies
- 498 saved tenancies
- 353 refreshed & restored units
- 22,486 service requests
- 2,247 issues investigated & resolved
- 453 referrals to partner agencies
- 1,356 safe homes for children



Community Building

60+ community organizations, agencies, businesses and local champions partnered with us to support:

- Mental & Physical Wellbeing
- Tenant Empowerment
- Youth Programs
- Community Outreach



Community Profiles

Seniors

- 4 buildings (947 units)
- 202 McNay St.
- 85 Walnut St.
- 30 Baseline Rd.
- 170 Kent St.



Adults

- 4 buildings (657 units)
- 345/349 Wharncliffe Rd.
- 241 Simcoe St.
- 580 Dundas St.



Families

- 5 townhome complexes (478 units)
- Marconi Blvd.
- Pond Mills Rd.
- Allan Rush
- Boullee St.
- Huron St.



CMHC Partnership

\$40.1M in funding from **CMHC** with Support from the **City of London** to support repair and renewal of our existing housing stock

Progress to date:

- Moving from planning to **execution**
- Individual **site assessments** to identify opportunities for improvement
- Installation of new **Energy Management Systems** completed at half of the 8 high-rise buildings

Artist Rendering of Southdale Redevelopment



Reimagine Southdale

LMCH's **first-ever** redevelopment project, including a new supply of affordable and market-rate housing

Next steps:

- Continued focus on community consultation, site planning, and financial planning
- Planning for demolition and construction activity; shovels in the ground in 2023



Covid Response

- Mobile vaccine clinics
- Modified tenant programming
- Improved processes to support frontline staff and remote work



Safety & Service

- Community Safety Specialists
- Housing Stability Case Coordinators
- Tenant Services Team Leads
- Maintenance Repair Staff



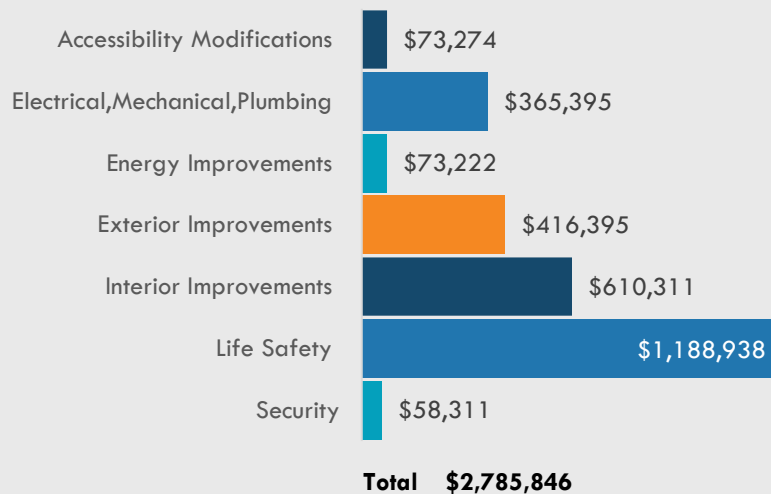


Capital Investments

In 2021, we completed 40+ capital projects that are:

- Improving tenant health, safety and comfort;
- Increasing energy efficiency and reducing greenhouse gas emissions;
- Extending the life of our assets for future generations

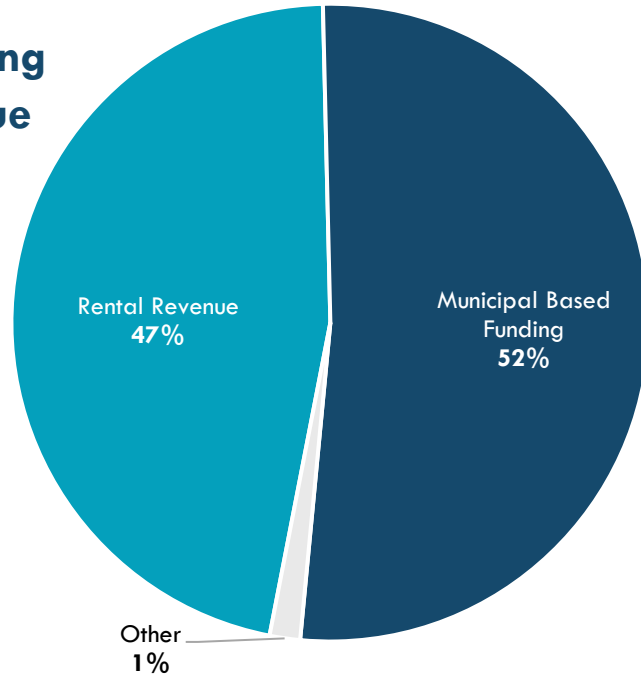
Total Capital Spend in 2021





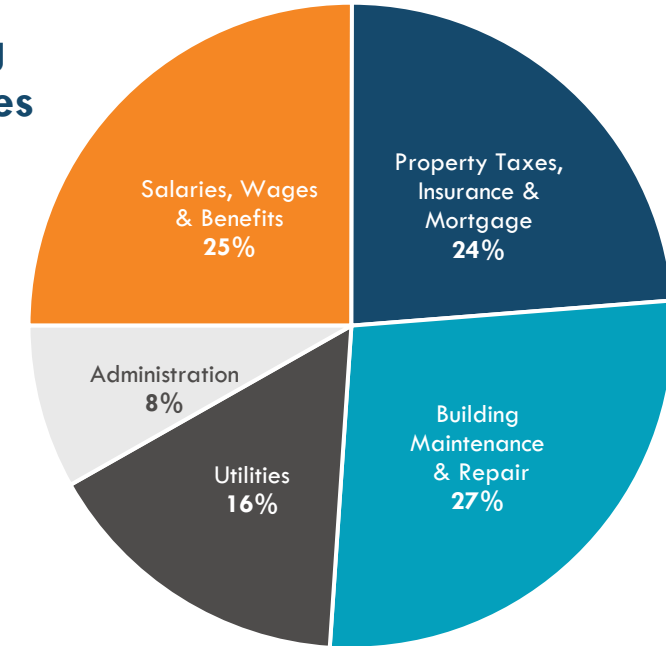
Finance Overview

Operating Revenue



	2021	2020
Rental Revenue	\$11,833,049	\$11,996,111
Municipal Based Funding	13,184,441	12,389,047
Other	391,418	325,127
Total Revenue	25,408,907	24,710,285

Operating Expenditures



	2021	2020
Property Taxes, Insurance & Mortgage	5,984,413	6,035,219
Building Maintenance & Repair	6,889,333	5,795,853
Utilities	3,966,258	4,020,722
Administration	2,069,095	2,215,979
Tenant Programs	29,834	37,713
Salaries, Wages & Benefits	\$6,311,710	\$5,974,889
Total Expenditures	25,250,642	24,080,375
Net Surplus (deficit)	158,265	629,910

With gratitude to the City of London and Middlesex County, as well as our community partners who are helping us build stronger communities and brighter futures.





LONDON &
MIDDLESEX
COMMUNITY HOUSING


EYES on the FUTURE

2021 Annual Report



A Year of Impact

by the numbers



498
saved
tenancies

safe homes for
1,356
children



Ages 0-4: 292
Ages 5-9: 499
Ages 10-14: 495
Ages 15-19: 362



343
new
tenancies



353
refreshed
& restored units



453
referrals to
partner agencies

22,486
service requests

Plumbing 18%
Keys, Locks & Doors 17%
Pest Control 16%
Electrical 8%
Other 41%



2,247
issues
investigated
& resolved



A note from the CEO

As we look back over the last 12 months of pandemic life, our organization, like so many others, continued to find new and better ways to operate without compromising the health and safety of our tenants and employees. Admittedly, some days felt like an uphill battle as we worked to maintain service levels in the face of stay-at-home orders and social distancing guidelines. Supply chain issues presented further challenges, including our ability to meet vacancy turnaround targets. Nonetheless, we also grew more efficient and resilient as an organization, and we continue to make progress.

In addition to the day-to-day management and maintenance of our properties, we made significant headway against our strategic priorities of regeneration and tenant engagement. In step with our progress on building projects such as Reimagine Southdale, the CMHC initiative and capital improvements, we have embraced the tenant voice through opportunities for community consultation, feedback and co-design. The newly formed Tenant Advisory Council has been vital to providing insight and recommendations to our leadership team that will guide future strategic initiatives and policies.

This year also brought new faces to our organization including critical frontline employees who are supporting our commitment to building safer communities. Having recently stepped into the role of CEO, I am also joined by a newly appointed Board of Directors that is representative of the community and tenants we serve. Together, we are keenly looking toward a future that includes greater access to safe, quality housing for those who need it most. To get us there, we are committed to strengthening our organizational health in the coming year to help sustain us through these challenging times and to better meet the needs of our tenants and the community.

For now, we are pleased to highlight our achievements and the impact they had on our community during a year that brought challenges and uncertainty at every turn. With our eyes on the future, we are eager to build on these successes and beyond so that we can ensure the most vulnerable members of our community have access to a safe and healthy place to call home for generations ahead.



Paul Chisholm

*Paul Chisholm, Chief Executive Officer,
on behalf of the Board of Directors*



Meaningful Connections Build Stronger Communities

Delivering impactful, high-quality programs for tenants is vital to the health and wellbeing of the communities we serve. This year, with the support and flexibility of our community partners, we continued to find ways to engage and empower our residents despite the challenges of stay-at-home orders and social distancing requirements. Here are some highlights of our collaborative community partnerships and programs.

Mental & Physical Wellbeing

- **London Inter-Community Health Centre** provided outreach, support, harm reduction and Covid rapid testing at our 580 Dundas Street location. The group also facilitated resident feedback sessions to identify improvements around the complex that could be implemented directly by tenants or with the help of LMCH staff.
- **Health Zone**, a medical clinic led by nurse practitioners, supported our tenants through enhanced health promotion, disease prevention, primary mental health care, and chronic disease management.
- Social Service Worker students from **Fanshawe College** and Social Work Students from **Kings College** provided tenant-requested support through counselling sessions, workshops, referrals to other supports, and access to necessities including food and menstrual supplies.
- The **Victorian Order of Nurses** provided health consultations, blood pressure clinics and weekly lunches.
- The **Canadian Mental Health Association (CMHA)** offered client-specific mental health support, both virtually and on-site, as well as bi-weekly programs open to all tenants.



Tenant Empowerment

- **The Rights and Responsibilities Awareness Initiative**, a charity organization aimed at spreading legal, financial and cultural awareness, came on board with plans in place to help educate tenants about their rights and responsibilities with respect to Canadian laws, regulations, finance, and culture.
- Students on placement from **Fanshawe College** helped tenants develop resident-led programming, including family games nights, Coffee & Conversation nights, and luncheons.
- **LMCH's Post-Secondary Readiness Program** continued to support tenants applying to higher education.



Community Connections, cont'd



Youth Programs

- The Summer Learning Tent at Southdale, run by [teachers](#) with assistance from the [South London Neighbourhood Resource Centre](#), offered children in grades two through five an opportunity to expand their thinking through daily classes targeted to each age group.
- The [Boys and Girls Club of London](#) ran afternoon programs at three family sites last summer. The program offered sports, crafts, learning activities and snacks, while also linking family members to supports and services aimed at helping them thrive.
- Volunteer coaches from [London Police Services](#) partnered with staff from our Community Safety Unit to keep kids engaged and active through the fan-favourite Rookie Ball (baseball) program. With special thanks to long-time supporters: the London Majors, Joe Kool's and Forest City Slo-pitch.
- A unique partnership with a [local photographer](#) provided an outlet for creativity and an opportunity to spark the idea of work in the creative sector among our younger residents.

Community Outreach

- During the holiday season, we were pleased to deliver some special treats, including Creativity Kits with [Creativity London](#), breakfast bags with [London Community Chaplaincy](#), and holiday meals with [Youth Opportunities Unlimited](#).
- A festive Mrs. Clause Parade, in collaboration with the [City of London](#) and local organization [Jenny's Angels](#), made its way through a number of our communities, spreading joy along the route.

A complete list of our outstanding community partners can be found on the last page of this report.





Partnering for the Future of Community Housing

In November we celebrated the official announcement of \$40.1 million in funding from the federal government to support the repair and renewal of more than half of our current housing. This joint partnership with the Canadian Mortgage and Housing Corporation (CMHC) and the City of London is the largest restoration initiative in LMCH's history, and will have a major impact on our commitment to providing safe and affordable community housing to those who need it most.

As it is, our current housing portfolio requires significant investment that exceeds our current operating budgets. Fortunately, CMHC's co-investment funding – a combination of low-interest and forgivable loans – will help us ensure the quality and sustainability of our properties for years to come.

In fact, future-proofing is central to the funding requirements. To be eligible for this investment, we have committed to ensuring a 25% decrease in energy use and greenhouse gas emissions; improved accessibility within 20% of units; barrier-free access to common areas; and a continued pledge to extend affordable housing initiatives for an additional 20 years.

With funding secured, we have been working closely with our partners to move this project from the planning stage to implementation. Based on CMHC program criteria, eight multi-

residential high-rise buildings and five family townhome complexes have been chosen, for a total of 2,082 units that will benefit from these upgrades.

Prior to the start of construction in 2022, assessments at each site will identify specific opportunities for improvement. To meet the needs of our aging population, 30% of units within our high-rise buildings for seniors will be modified for better accessibility, as well as 15% of units in adult buildings. Common areas in both settings will be also modified for improved access. A number of other upgrades, such as new energy management systems, will provide more comfort for tenants as well as significant energy and water savings.

Improvements at our family-focused townhome sites will include installation of new furnaces and water heaters; door and window replacement at select properties; and other targeted energy-saving projects to enhance home comfort.

A key priority during the construction period is to minimize tenant disruption. In fact, the majority of these improvements will be completed without requiring tenants to relocate, and will result in limited service disruption. Units requiring more significant construction activities will be managed as they become vacant to the greatest extent possible. Construction will be complete by the end of 2027.

CMHC Investment: Community Profiles

Seniors

4 buildings
(947 units)

- 202 McNay St.
- 85 Walnut St.
- 30 Baseline Rd.
- 170 Kent St.



Adults

4 buildings
(657 units)

- 345/349 Wharncliffe Rd.
- 241 Simcoe St.
- 580 Dundas St.



Families

5 townhome complexes
(478 units)

- Marconi Blvd.
- Pond Mills Rd.
- Allan Rush
- Boullee St.
- Huron St.





Artist rendering of proposed Southdale redevelopment site. For illustration purposes only.



Existing Southdale property.



Building Up the Community

In the year since launching Reimagine Southdale, our first-ever redevelopment initiative, we have been busy behind the scenes, laying the groundwork for its success. With attentive focus on community consultation, site planning, and budgeting, the journey to regenerate our Southdale community is well underway.

When they were built more than 50 years ago, the 172 townhome units at Southdale Rd. and Millbank Dr. were designed to provide safe and affordable housing for low- to moderate-income households. Today, that purpose still stands, but we also find ourselves facing unprecedented demand for housing that surpasses current capacity; aging units that require extensive improvements; and a significantly more diverse tenant population with specific needs.

To that end, our regeneration efforts will go beyond simply restoring older units and building new ones. Our goal is to create a purpose-built neighbourhood that will be sustainable and prosperous over the long term, while nurturing

an inclusive environment that will support and improve the health and wellbeing of the entire community. At the centre of these efforts is a robust tenant engagement plan which is helping guide our decisions around physical design, shared spaces and amenities, and community partnerships.

Once complete, the renewed site will be home to the existing families who call Southdale home. It will also include a new supply of affordable, supportive and market-rate housing to foster a mixed-income community — a key factor for ensuring long-term financial sustainability. It is expected that this project will eventually act as a blueprint for other aging housing sites in our portfolio.

In the coming months we look forward to the completion of the preliminary architectural designs and costing so that the site master plan can be finalized. Planning for demolition and construction activity will follow, with a target of shovels in the ground in 2023.



Pandemic Reality Drives Creative Outreach

In 2021, as Covid-19 continued to evolve and spread across the globe, LMCH responded by finding new ways to operate in the community while keeping tenant and employee safety at the forefront. Internally, we made improvements to our remote-work processes to ensure smoother communication and productivity, while frontline staff were equipped with training and supplies that allowed them to continue to safely assist residents while preventing the spread of the virus. Tenant outreach via telephone wellness checks, combined with support from the South London Neighbourhood Resource Centre, helped ensure our most vulnerable residents were supported.

Our community partners also rose to the challenge by finding creative ways to deliver tenant programs and supports. Mobile vaccine clinics led by Middlesex-London Health Unit and Health Zone provided simple, convenient access to vaccinations at all of our seniors' sites, and two of our family sites. To help overcome barriers to accessing virtual programs, students from Fanshawe College's Social Service Worker program developed a Lending Library initiative to provide electronic tablets and training to residents who do not have access to their own. Launch of the program is pending funding.



Convenient
on-site vaccine
clinics.

New Faces, Safer Communities



For LMCH, increased investment in capital, repair, renewal, and regeneration is just one facet of our strategy for meeting the evolving needs of our tenants. To support our ongoing commitment to improving service and safety within our communities, Business Case 19 provided the funding to hire much-needed staff resources to help us meet this objective.

The introduction of three Community Safety Specialists to our sites is an investment that will bring measurable impact going forward. Following an intensive training program, the specialists are now active in the community, and have been welcomed by both tenants and staff.

In addition, Housing Stability Case Coordinators and Tenant Services Team Leads were onboarded to improve the tenant experience and satisfaction in our communities. Further to this, additional Maintenance Repair staff and supports for our Property Services Teams will boost responsiveness to service requests.



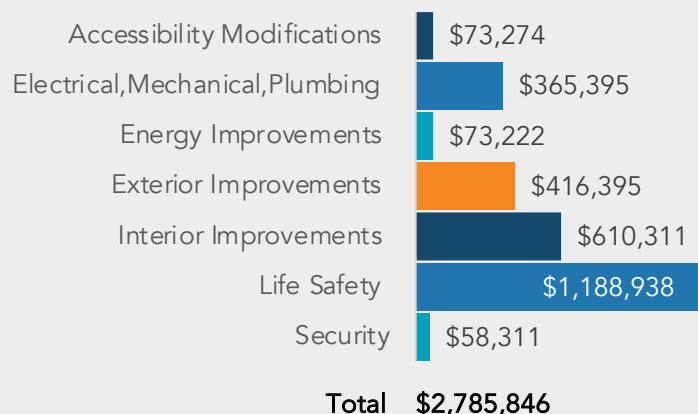
Maintenance for Today, Investment for Tomorrow

Routine repairs and improvements to our properties not only benefit the health, safety and comfort of our tenants, but also have the potential to improve energy efficiency and reduce greenhouse gas emissions. Through close collaboration with our key stakeholder, the City of London, we were able to secure additional capital funding through the multi-year budgeting process. This increase allowed us to carry out approximately 40 integral capital projects across our sites. Here are some of the highlights:

- ▲ **Brand-new accessible playgrounds** installed at four locations, designed to ensure safe, inclusive fun for all children.
- ▲ **New exterior doors and windows** installed at all 14 London scattered units as well as six county units in Newbury.
- ▲ **Elevator upgrades** at eight high-rise buildings, including improved safety and accessibility features.
- ▲ Phase one of **balcony restoration** at Simcoe, including concrete repairs and new solid panel aluminum railings.
- ▲ **Fire panel enhancement** at Tecumseh connected to new devices in all tenant units, common areas and service rooms.
- ▲ **Make-up air unit to solar wall connections** completed at four of our largest buildings. Expected natural gas savings of approximately \$31,000 annually, while reducing greenhouse gas emissions by approximately 185 tonnes each year.
- ▲ Replacement of **automatic sliding doors** at three buildings to enhance tenant safety and security while curbing unauthorized entry and property damage.
- ▲ **Accessibility modifications** to promote independent living, including bathroom grab bars, automatic door openers, and roll-in shower units.



Total Capital Spend in 2021

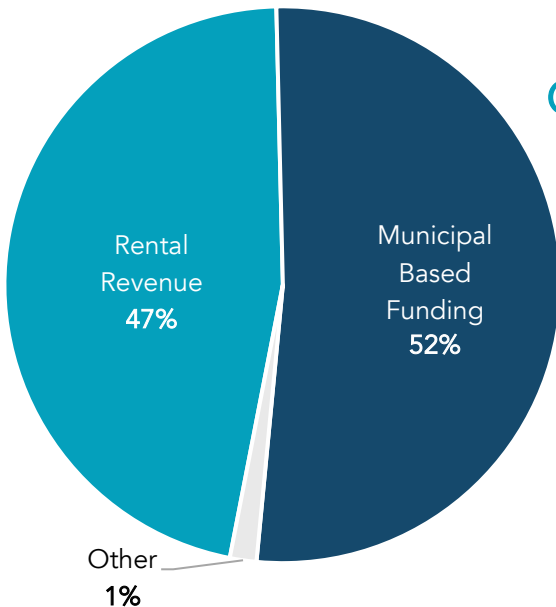




Finance Overview

Despite the uncertainty and disruption brought on by the ever-changing face of the pandemic, we were able to balance the need for increased cleaning, day-to-day maintenance and investing in site improvements, while still ending the year with a small surplus. Thanks to past investments and reduced consumption, we also succeeded in keeping utility costs stable in 2021. Going forward, we will maintain this focus on reducing energy use and greenhouse gas emissions to help keep utility costs in check. A rise in staffing costs this year can be attributed to the addition of 17 employees (through funding from Business Case 19). And the hike in building and maintenance expenses was a result of refreshing sites through painting, paving repairs, tree trimming, and exterior site cleanup.

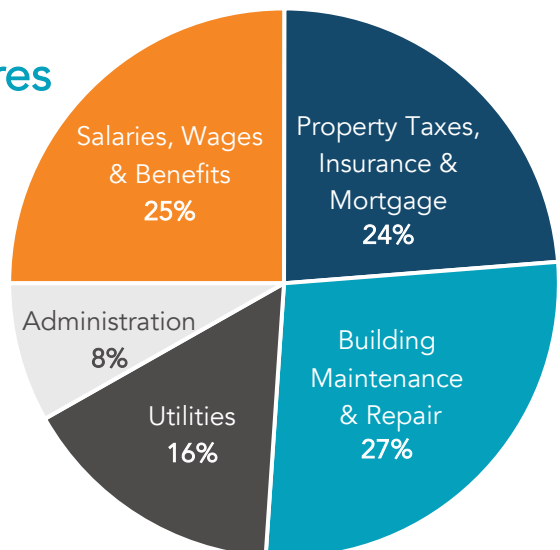
Operating Revenue



	2021	2020
Rental Revenue	\$11,833,049	\$11,996,111
Municipal Based Funding	13,184,441	12,389,047
Other	391,418	325,127
Total Revenue	25,408,907	24,710,285

Operating Expenditures

	2021	2020
Property Taxes, Insurance & Mortgage	5,984,413	6,035,219
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Tenant Programs	29,834	37,713
Salaries, Wages & Benefits	\$6,311,710	\$5,974,889
Total Expenditures	25,250,642	24,080,375
Net Surplus (deficit)	158,265	629,910



*The revenue and expenditures outlined above are shown before capital funding and amortization of tangible capital assets. Please visit our website for LMCH's 2021 audited financial statements and budget variance explanations.



2022 in Focus

In 2021, the challenges and unpredictability we faced were real and enduring, but we can be proud of the progress and successes we achieved in spite of it all. For 2022, our efforts are acutely focused on building on this momentum so that we can continue to make a positive, sustainable impact on community housing for generations to come.

Next steps:

- ❑ Engaging community stakeholders for input on the development of our new **Strategic Plan**. This roadmap will ensure we are aligned with the needs of our community and will prioritize the work we do over the coming years.
- ❑ Putting the final strategy in place for our **Reimagine Southdale** redevelopment project. This includes building consensus among our stakeholders to land on a site master plan, and to develop a financial plan that will support its construction.
- ❑ Launching a **Community Development and Tenant Engagement Strategy** that will amplify tenant voices in decision-making, and support the organization's goal to connect in more meaningful ways with the communities we serve.
- ❑ Focusing on our **Organizational Health and Culture** to build on our capacity for reacting to change, and to recognize the vital role our employees play in the health and wellbeing of our tenants.
- ❑ Continuing to make **Capital Investments in Our Communities** that balance fundamental infrastructure improvements (elevators, generators, roofs, windows) with tangible upgrades that deliver enjoyment and comfort for daily living (new playgrounds, walkways, shared amenities).
- ❑ Building efficiencies within our operational processes to **Maximize Occupancy** across our sites, resulting in more timely access to quality housing for those who need it.



Safe homes, healthy communities

Who We Serve

City of London Family Communities

858 total units

9 Communities + Scattered Sites



Adult Communities

1046 total units

9 Apartment Buildings



Senior Communities

1219 total units

6 Apartment Buildings



Middlesex County

Adult, Senior & Family Communities

159 total units

8 Communities



What We Do

Our Mission is to provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.

Why We Do It

We envision healthy homes and communities in London and Middlesex. Leading by example, LMCH will help make a difference and positively impact lives using housing as the foundation.

Who We Are

2021 Board of Directors

Aynsley Anderson

Gary Bezaire

Tammy Brookes

Shellie Chowns

Vice-Chair / Interim Chair

Adrian Cornelissen (*Middlesex County*)

Shawn Lewis (*City of London*)

Maria Manno

John Milson

Josh Morgan (*City of London*)

Phil Squires

Chair (City of London)

Rosanna Wilcox

Paul Yeoman

LMCH Executive Leadership Team

Paul Chisholm

Chief Executive Officer

Andrea Mackenzie

Director, Tenant Services

Phil Renaud

Director, Property Services & Asset Management

Diana Taplashvily

Director, Finance & Corporate Services

With gratitude
to the City of
London and
Middlesex
County, as well
as our
community
partners who
are helping us
build stronger
communities
and brighter
futures.

Addictions Services Thames Valley
Baseball Life 463
Boys & Girls Club of London
Canadian Mental Health Association
Canadian Tire Jump Start
Children's Aid Society
Community Care Access Centre
Corus Entertainment
Creative Age Network
Crimestoppers
East London United Church (ELUCO)
Fanshawe College
Forest City Slow Pitch
Glen Cairn Community Resource Centre
Goodwill Industries
Health Zone
Joe Kool's Restaurant
John Howard Society of London and District
King's University College
Kiwaniis Senior Centre
Lang's Bus Line Limited
London Cares Homeless Response Services
London Community Chaplaincy
London Community Foundation
London Fire Department
London Humane Society
London Intercommunity Health Centre
London Public Library
London Majors Baseball Association
London North Park Community Church
London Police Service
LUSO Community Services
Merrymount Family Support and Crisis Centre
Middlesex London Health Unit
Middlesex London EMS
Mobility 1st Ltd
My Sisters' Place
Neighbourhood Resource Association of Westminster Park
Neighbourhood, Children and Fire Services City of London
North Park Community Church
Quad County Support Services
Regional HIV/AIDS Connection
Rogers Connected for Success Program
The Salvation Army
St. George Parish
St. Peter's
St. Vincent de Paul
Strath Craft Awards
South London Neighbourhood Resource Centre
United Way of London & Middlesex
Victorian Order of Nurses Middlesex-Elgin
Western University
Your Neighbourhood Credit Union
Youth Opportunities Unlimited



LONDON &
MIDDLESEX
COMMUNITY HOUSING

Financial Statements of

**LONDON & MIDDLESEX
COMMUNITY HOUSING INC.**

And Independent Auditors' Report thereon

Year ended December 31, 2021



KPMG LLP
140 Fullarton Street, Suite 1400
London ON N6A 5P2
Canada
Tel 519 672-4880
Fax 519 672-5684

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of London & Middlesex Community Housing Inc

Opinion

We have audited the financial statements of London & Middlesex Community Housing Inc. (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations for the year then ended
- the statement of change in net debt 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 results of operations, its change in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

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.



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 Canadian public sector accounting standards 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.



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- 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants
London, Canada
May 24, 2022

LONDON & MIDDLESEX COMMUNITY HOUSING INC.


Statement of Financial Position

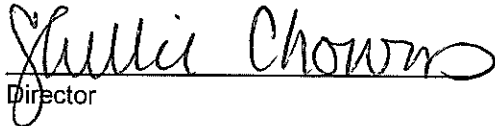
December 31, 2021, with comparative information for 2020

	2021	2020
Financial Assets		
Cash	\$ 2,924,769	\$ 1,755,302
Accounts receivable (note 3)	1,040,638	1,286,192
Due from The Corporation of the City of London	994,867	693,761
	4,960,274	3,735,255
Financial Liabilities		
Accounts payable and accrued liabilities	4,388,588	3,551,271
Tenant advances	867,371	809,468
Unearned miscellaneous revenue	61,686	70,382
CMHC loan (note 8)	59,267	—
	5,376,912	4,431,121
Net debt	(416,638)	(695,866)
Non-Financial Assets		
Tangible capital assets (note 7)	62,391,137	61,962,783
Prepaid expenses	806,814	695,866
	63,197,951	62,658,649
Commitments (note 5)		
Contingencies (note 11)		
Accumulated surplus (note 10)	\$ 62,781,313	\$ 61,962,783

See accompanying notes to financial statements.

On behalf of the Board:


Director


Director

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Operations

Year ended December 31, 2021, with comparative information for 2020

	2021 Budget	2021 Actual	2020 Actual
Revenue:			
Rental revenue	\$ 12,228,555	\$ 12,217,135	\$ 12,364,052
The Corporation of the City of London:			
Rental subsidy	11,690,441	11,690,441	11,195,047
Funding adjustment	—	(158,265)	(629,910)
Business Case 19	1,494,000	1,494,000	1,194,000
Capital funding	—	2,866,758	5,463,825
Business Case 18 Co-investment funding	—	449,442	50,557
CMHC revenue	—	37,891	—
Energy savings project rebates	—	306,796	—
Other	270,281	391,418	325,127
	25,683,277	29,295,616	29,962,698
Expenses:			
Salaries, wages and employee benefits	6,793,346	6,367,014	5,974,889
Maintenance, materials and services:			
Building, general	4,636,841	5,560,180	5,123,475
Grounds	1,309,000	1,306,839	1,070,619
Painting	372,000	351,828	335,828
Other	176,680	121,975	96,666
	6,494,521	7,340,822	6,626,588
Utilities:			
Electricity	1,985,653	1,938,019	1,696,433
Water	1,405,906	1,392,732	1,378,339
Natural gas	964,869	942,303	945,950
	4,356,428	4,273,054	4,020,722
Amortization	—	2,345,568	2,243,494
Property:			
Municipal taxes	5,127,480	5,117,741	5,022,251
Insurance	805,710	800,296	702,332
Mortgage payments (note 5)	55,652	55,652	35,907
	5,988,842	5,973,689	5,760,490
Administration	2,050,140	2,176,939	2,252,370
Total expenses	25,683,277	28,477,086	26,878,553
Annual surplus	—	818,530	3,084,145
Accumulated surplus, beginning of year	61,962,783	61,962,783	58,878,638
Accumulated surplus, end of year	61,962,783	62,781,313	61,962,783

See accompanying notes to financial statements.

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Changes in Net Debt

Year ended December 31, 2021, with comparative information for 2020

		2021 Budget	2021 Actual	2020 Actual
Annual surplus	\$	—	\$ 818,530	\$ 3,084,145
Acquisition of tangible capital assets		—	(2,773,922)	(5,327,640)
Amortization of tangible capital assets		—	2,345,568	2,243,494
		—	(428,354)	(3,084,146)
Acquisition of prepaid expenses		—	(7,575,428)	(6,700,076)
Use of prepaid expenses		—	7,464,480	6,513,795
Change in net debt		—	279,228	(186,282)
Net debt, beginning of year		(695,866)	(695,866)	(509,584)
Net debt, end of year	\$	(695,866)	\$ (416,638)	\$ (695,866)

See accompanying notes to financial statements.

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 818,530	\$ 3,084,145
Items not involving cash:		
Amortization	2,345,568	2,243,494
Changes in non-cash items:		
Accounts receivable	245,554	246,771
Prepaid expenses	(110,949)	(186,282)
Due from The Corporation of the City of London	(301,106)	2,212,438
Accounts payable and accrued liabilities	837,318	(508,369)
Tenant advances	57,903	68,397
Unearned miscellaneous revenue	(8,696)	21,985
	3,884,122	7,182,579
Capital activities:		
Acquisition of tangible capital assets	(2,773,922)	(5,327,640)
Financing activities:		
Issuance of CMHC loan	59,267	—
Net increase in cash	1,169,467	1,854,939
Cash (bank indebtedness), beginning of year	1,755,302	(99,637)
Cash, end of year	\$ 2,924,769	\$ 1,755,302

See accompanying notes to financial statements.

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements

Year ended December 31, 2021

1. Incorporation:

London & Middlesex Community Housing Inc. (formerly London & Middlesex Housing Corporation) (the "Corporation") operates housing accommodation primarily for persons of low and moderate income. The Corporation operates 3,282 units throughout The City of London and the County of Middlesex and is 100% owned by The Corporation of the City of London.

2. Significant accounting policies:

The financial statements of the Corporation are prepared by management in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Corporation are as follows:

(a) Tangible capital assets:

- i) Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Site improvements	25 - 30
Buildings and improvements	25 - 40
Technology and communications	3
Vehicles	10
Furniture and fixtures	10
Machinery and equipment	25
Appliances	10

One half-year's amortization is charged in the year of acquisition.

ii) Contributions of Capital Assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt.

(b) Revenue recognition:

Rental revenue is recognized at the time the service is provided. Other revenues are recognized when the services are earned.

Government transfer payments are recognized in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end.

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(c) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying value of tangible capital assets and the valuation allowances for receivables. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

(d) Budget data:

Budget Figures have been provided for comparison purposes. Given differences between the budgeting model and generally accepted accounting principles established by PSAB, certain budgeted amounts have been reclassified to reflect the presentation adopted under PSAB.

(e) Pension contributions:

The Corporation has a pension agreement with the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer defined contribution benefit plan. The Corporation's costs are the contributions due to the plan in the period.

(f) Contaminated sites:

Under PS 3260, contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic or radioactive material or live organisms that exceeds the environmental standard. This standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination.

3. Accounts receivable:

Accounts receivable consists of the following:

	2021	2020
Rent	\$ 866,432	\$ 902,424
Allowance for doubtful accounts	(433,746)	(411,283)
Harmonized Sales Tax	430,837	429,554
Sundry	177,115	365,497
	\$ 1,040,638	\$ 1,286,192

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

4. Income producing properties:

The income producing properties held by London & Middlesex Housing Authority and passed through to the Corporation were originally financed by the Province of Ontario through general obligation provincial debentures. At the time of the transfer of ownership the Province did not transfer the responsibility for repayment of these debentures. Accordingly, the value of the provincial debentures associated with them have not been recorded on the Corporation's financial statements.

5. Commitments:

(a) Debt service payment:

The Corporation is responsible for the debt service payments on one of its properties located on Bella Street in Strathroy, Ontario. These payments of both principal and interest are made directly to the mortgagee and are expensed when incurred. A total of \$55,652 was expensed and paid in 2021 (2020 - \$35,907). The Ontario government is considered to be the holder of this debt, thus no provision has been made in the Corporation's financial statements for the mortgage.

(b) Contractual obligations:

The Corporation is committed to the following minimum annual operating lease payments for premises and equipment

2022	\$	606,562
2023		606,562
2024		606,562
2025		598,235
2026		153,881

6. Pension agreement:

The Corporation makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), a multi-employer plan, on behalf of its employees. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. In 2021 contribution rates are 9.0% for employee earnings below the year's maximum pensionable earnings and 14.6% thereafter. Employee contributions match these rates.

Contributions to OMERS by the Corporation are recognized as an expense in the period they are incurred. A total of \$442,277 was incurred as pension expense in 2021 (2020 - \$385,370).

The last available report for the OMERS plan was on December 31, 2021. At that time, the plan reported a \$3.1 billion actuarial deficit (2020 - \$3.2 billion), based on actuarial liabilities for \$117.7 billion (2020 - \$109.8 billion). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, increases in contributions will be required in the future.

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

7. Tangible capital assets:

Cost	Balance at December 31, 2020	2021 Additions	2021 Disposals	Balance at December 31, 2021
Land	\$ 24,605,751	\$ —	\$ —	\$ 24,605,751
Site improvements	3,577,427	94,971	—	3,672,398
Buildings and improvements	98,492,981	2,327,925	—	100,820,906
Technology and communications	1,586,913	184,522	45,202	1,726,233
Vehicles	48,297	—	—	48,297
Furniture and fixtures	269,666	22,719	—	292,385
Machinery and equipment	3,522,396	27,409	—	3,549,805
Appliances	2,269,889	116,375	—	2,386,264
Total	\$134,373,320	\$ 2,773,921	\$ 45,202	\$137,102,039

Accumulated amortization	Balance at December 31, 2020	2021 Disposals	2021 Amortization	Balance at December 31, 2021
Land	\$ —	\$ —	\$ —	\$ —
Site improvements	1,899,500	—	81,828	1,981,328
Buildings and improvements	65,803,638	—	1,685,513	67,489,151
Technology and communications	975,073	45,202	351,671	1,281,542
Vehicles	41,053	—	4,829	45,882
Furniture and fixtures	146,134	—	28,429	174,563
Machinery and equipment	1,789,610	—	110,413	1,900,023
Appliances	1,755,526	—	82,885	1,838,411
Total	\$ 72,410,534	\$ 45,202	\$ 2,345,568	\$ 74,710,900

	Net book value December 31, 2020	Net book value December 31, 2021
Land	\$ 24,605,751	\$ 24,605,751
Site improvements	1,677,926	1,691,069
Buildings and improvements	32,689,343	33,331,755
Technology and communications	611,840	444,691
Vehicles	7,244	2,415
Furniture and fixtures	123,531	117,821
Machinery and equipment	1,732,785	1,649,782
Appliances	514,363	547,853
Total	\$ 61,962,783	\$ 62,391,137

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

8. CMHC credit agreement:

On November 25, 2021, together with the City of London as a guarantor, LMCH entered into a ten-year credit agreement with Canada Mortgage and Housing Corporation (CMHC) to finance repairs and renewal of designated housing units at thirteen sites owned and operated by LMCH. Under the agreement, LMCH will make quarterly drawdowns up to a maximum of \$40,136,090. First Loan Facility was received on December 9, 2021 with the applicable interest rate for a Repayable Loan of 1.84%. LMCH has an option to extend the term of any of the Repayable Loans for an additional 10 years.

	2021	2020
Opening balance	\$ —	\$ —
Forgivable loan	37,891	—
Repayable loan	59,267	—
	\$ 97,158	\$ —

9. Capital allotment :

	2021	2020
Opening balance	\$ 3,856,956	\$ 2,110,656
Contributions during the year	5,614,000	4,361,000
Capital expenditures	(3,162,046)	(2,614,700)
	\$ 6,308,910	\$ 3,856,956

10. Accumulated surplus:

	2021	2020
Surplus:		
Business Case 18 Co-investment Funding	\$ 390,176	\$ —
Invested in tangible capital assets	62,391,137	61,962,783
	\$ 62,781,313	\$ 61,962,783

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

11. Contingencies:

The Corporation is subject to certain actual and potential legal claims, which have arisen in the normal course of operations. It has been determined by management that the outcome of these claims is not determinable at this point and as such no amount has been included in these financial statements.

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 22, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the report dated June 22, 2022, with respect to the London Community Recovery Network – Recovery Funding Business Cases **BE RECEIVED**; it being noted that there are three 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 \$5.4 million was previously approved for LCRN ideas led by the City of London and partners, leaving \$4.6 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. Appendix A: LCRN Business Case # 1: Estimating the Size of the Gig Labour Market in London and Area
2. Appendix B: LCRN Business Case # 2: London City of Music Expo
3. Appendix C: LCRN Business Case # 3: City of Music Conference and Events

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 – Recovery Funding Business Cases- June 7, 2022, SPPC
- 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 \$5.4 million, leaving \$4.6 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

LCRN Business Case # 1: Estimating the Size of the Gig Labour Market in London and Area

Idea Lead/s: Elgin Middlesex Oxford Workforce Planning and Development Board and the Employment Sector Council

Idea Summary: This proposal suggests a two-step process to help understand the prevalence of gig economy and gig work locally by industry and occupation. The research will provide decisional support to economic developers, planners, job seekers, workers, and employers, when assessing local economic potential and vitality.

Technology Step: The technology step applies web development to the existing Local Jobs Hub website, a local job posting aggregator, administered by the Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) with the purpose of identifying and tagging the gig job positions listed daily in the London and area. Next, the technology step develops and integrates, on the Local Jobs Hub website, a filter tool allowing visitors to narrow their job postings search to “gig jobs” term. Complementarily, a data visualization dashboard will provide interactive reporting on the gig job vacancies tagged on the site. It is envisioned that the dashboard would provide quarterly, semi-annual, and annual reporting on the demand for gig jobs in London and area.

Research Validation Step: The research-validation step proposes to supplement the results accomplished through the technology step by providing an end-of-the-year report estimating the size of the gig labour market in London and area based on the information captured by the Local Jobs Hub on gig job postings and other available sources of data allowing this estimation.

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: \$31,975

Commentary from Civic Administration: The proposed idea aligns with the “Labour Market Participation in the London Economic Region” research findings which identified mismatch between skills and available jobs, health, childcare, flexibility in schedules, and discrimination as some of the barriers to participating in the labour market. The gig economy may provide options to address some of those barriers. Additionally, the proposed idea may inform the City’s approach to employment / self-employment supports provided by Ontario Works.

Refer to ‘**Appendix A: LCRN Business Case # 1: Estimating the Size of the Gig Labour Market in London and Area**’ for the business case submission.

LCRN Business Case # 2: London City of Music Expo

Idea Lead: London Chamber of Commerce

Idea Summary: London has the proud distinction of being the first city in Canada with a UNESCO City of Music designation, however, many, if not most, Londoners still do not know what that means or the importance to the economic and cultural well-being of our city. To promote and leverage this designation, the London Chamber of Commerce proposes to host an annual full-day Expo to highlight the designation. The Expo would consist of exhibitors from all aspects of the music industry (artists, producers, venues, recording studios, etc.) as well as other exhibitors that directly benefit London’s thriving music scene (hotels, bars, restaurants, breweries, etc.). The event’s focus would be on the local Music Industry, as such the event would feature live performances from local artists on a mainstage at various times throughout the day. Additionally, the Expo would include break-out workshops/seminars where attendees would have the opportunity to learn more about what it means to be a City of Music. It is expected that all workshops can be provided as in-kind contributions to the Expo or in exchange for an exhibitor booth.

Idea aligns with the following LCRN Focus Area: Driving Prosperity; Fostering Community

Idea aligns with the following LCRN Indicators: Arts, Culture and Tourism; Business Health; Talent Recruitment and Retention; Anti-Racism and Anti-Oppression

Financial contribution requested of the City: \$100,000

Commentary from Civic Administration: This business case aligns with the ‘City of Music Conference and Events’ (led by the London Music Office). The benefit of both business cases is the fact that they will take place on two consecutive days. This will incentivise attendees to spend a night in London and ultimately encourage the support of local businesses and the tourism and hospitality industry. The focus of the Conference proposal is on professional development for those in the industry (regional focus) whereas the focus of the Expo proposal is on the local music industry with attendance also open to the general public. By hosting these two events on consecutive dates at the same venue, the London Chamber of Commerce and the City of London Music Office will be able to share some of the expenses (described in the respective businesses cases) while maximizing exposure and value for attendees. The conference attendees will be encouraged to attend the Expo and therefore may wish to also stay an additional night in London. This will result in further support for local businesses such as hotels, shops, and restaurants. Additionally, local events partners such as audio-visual businesses, print shops and more will be engaged in the marketing, promotion, and execution of these events, further expanding the support into the London community.

Culture Services and Economic Partnerships are part of the City Core Planning Team to implement the UNESCO Action Plan. This Core Planning Team includes: the London Music Office, the Chamber of Commerce, the London Economic Development Corporation, the London Arts Council and Tourism London who is the lead for Conferences.

Refer to ‘**Appendix B: LCRN Business Case # 2: London City of Music Expo**’ for the business case submission.

Appendix C: LCRN Business Case # 3: City of Music Conference and Events

Idea Lead: London Music Office, Tourism London

Idea Summary: Celebrating London’s one-of-a-kind UNESCO City of Music designation, the London Music Office, working in partnership with Tourism London, the London Chamber of Commerce, the Canadian Live Music Association and Music Ontario will bring Ontario communities together in London for a one-day City of Music Conference followed by live music events. The Music Office is working closely with the London Chamber of Commerce on their Music Expo proposal. By hosting the proposed events back-to-back, the London Music Office and the London Chamber of Commerce can extend visitor stays and work together to reduce costs while maximizing impact. One primary venue will be used to host 250+ attendees and 30+ speakers for a full day of The City of Music Conference programming. The goal is to strengthen Ontario’s live music sector through municipal support, knowledge sharing and collaboration. Bringing representatives from various Ontario communities together to discuss strengthening the music ecology will continue to position London as a leader in music development and strengthen opportunities for London-based talent.

Idea aligns with the following LCRN Focus Areas: Investing in People; Driving Prosperity; Fostering Community

Idea aligns with the following LCRN Indicators: Income and Mental Health; Arts, Culture and Tourism; Business Health; Community Belonging; Community Engagement and Social Isolation

Financial contribution requested of the City: \$50,900

Commentary from Civic Administration: As expressed by London City Council on May 3, 2022 – City Staff was asked to explore opportunities to enhance the downtown core with actionable and tangible recommendations that would boost music, entertainment, and culture to aid in the fueling of London through ongoing economic and social recovery. This business case is part of a response to the May 3rd Council Resolution. The proposed program is intended to boost local businesses over summer months and requires a timely response.

This business case aligns with the ‘London City of Music Expo’ (led by the London Chamber of Commerce). The benefit of both business cases is that they will take place on two consecutive days. This will incentivise attendees to spend a night in London and ultimately encourage the support of local businesses and the tourism and hospitality industry. The focus of the conference proposal is on professional development for those in the industry (regional focus) whereas the focus of the Expo proposal is on the local music industry with attendance also open to the general public. By hosting these two events on consecutive dates at the same venue, the London Chamber of Commerce and the City of London Music Office will be able to share some of the expenses (described in the respective businesses cases) while maximizing exposure and value for attendees. The Conference attendees will be encouraged to attend the Expo and therefore may wish to also stay an additional night in London. This will result in further support for local businesses such as hotels, shops, and restaurants. Additionally, local events partners such as audio-visual businesses, print shops and more will be engaged in the marketing, promotion, and execution of these events, further expanding the support into the London community.

In addition, Culture Services and Economic Partnerships are part of the City Core Planning Team tasked with implementing the UNESCO Action Plan, which has six focus areas, one of them being ‘Music Conferences’ with the goal of attracting and hosting regional, national, and international music meetings and conferences. This Core Planning Team includes: the London Music Office, the Chamber of Commerce, the London Economic Development Corporation, the London Arts Council and Tourism London who is the lead for Conferences.

Refer to ‘**Appendix C: LCRN Business Case # 3: City of Music Conference and Events**’ for the business case submission.

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 \$5.4 million, leaving \$4.6 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 \$5.4 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 \$182,875 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 \$4.4 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.

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Cathy Parsons, MBA
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- Prepared by:**

Adam Thompson
Manager, Government and External Relations
- Concurred by:**

Stephen Thompson, MAES, RPP, MCIP,
Ec.D.(F), CEcD
Director, Economic Services and Supports
- Recommended by:**

Scott Mathers, MPA, P.Eng
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 Business Case # 1: Estimating the Size of the Gig Labour Market in London and Area

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Estimating the size of the gig labour market in London and area

Idea Lead/s:

Emilian Siman and Bashir Adeyemo - Elgin Middlesex Oxford Workforce Planning and Development Board
Carol Stewart - Employment Sector Council

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.*

“Estimating the size of the gig labour market in London and area” aligns with LCRN’s “Driving Prosperity” focus area because it contributes to enhanced understanding of the quality of jobs offered locally, which has further implications on local economic growth. Local employment levels, labour market participation rates, and talent recruitment and retention outcomes are closely associated with the quality of local jobs available. The project proposes to identify and tag the gig job vacancies among those posted on a local job postings aggregator (the Local Jobs Hub). The project will develop various reports to determine the volume of gig job vacancies, by occupation and industry, generated in the local labour market during a specified time frame, e.g., quarterly, semi-annually, or annually.

LCRN Focus Area Alignment: Driving Prosperity

LCRN Indicator Alignment: Employment, Labour Market Participation, Talent Recruitment and Retention

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

Idea Summary

Due to their diverse and complex impact on people and communities, gig economy and gig workers are relatively recently publicly debated concepts. They are often associated with the advent of digital platforms, mobile gadgets, and uber-type companies. However, exchanges of labour for money between individuals, or between individuals and organizations, based on project/task completion have existed forever.

Recent technological advancements have facilitated the growth of this work arrangement. Jeon, Liu & Ostrovsky (2019) determined that the share of gig workers among all workers in Canada increased from 5.5% in 2015 up to 8.2% in 2016. This share is expected to be a lot larger now, considering the magnifying effects generated by the social distancing restrictions and successive economic lockdowns and openings promoted by the COVID-19 pandemic. This economic context favours unconventional work arrangements such as remote and gig work.

The gig work arrangement emerges as a global debate not only because of the economic efficiencies generated by this type of work in certain economic sectors (increased productivity and employment), but also because of its instability and consequent exposure to personal financial risk if embraced as the main source of income, as well as the lack of consumer and worker protection attached to it. Due to these negative connotations, gig work is often associated with precarious work done by self-employed, free lancers or agents, day labourers, on-demand online workers, etc. The attributes of the gig work arrangement such as casual, occasional, part-time, project/task completion work, one time, contractual, etc. often leave the gig workers exposed to the lack of social ties and support offered through belonging to a traditional type of work arrangement and organization. Therefore, this work arrangement exposes workers to power negotiation risks, random income, abuse, etc. All these attributes lead to considering and classifying these jobs as lower quality jobs. Understanding the prevalence of this type of work locally by industry and occupation, provides decisional support to economic developers, planners, job seekers, workers, and employers, when assessing local economic potential and vitality.

This proposal suggests a two-step process: a technology step and a research-validation step.

Technology Step:

- The technology step applies web development to the existing Local Jobs Hub website, a local job posting aggregator, administered by the Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) with the purpose of identifying and tagging the gig job positions listed daily in the London and area. Next, the technology step develops and integrates, on the Local Jobs Hub website, a filter tool allowing visitors to narrow their job postings search to “gig jobs” term. Complementarily, a data visualization dashboard will provide interactive reporting on the gig job vacancies tagged on the site. It is envisioned that the dashboard would provide quarterly, semi-annual, and annual reporting on the demand for gig jobs in London and area.

Research Validation Step:

- The research-validation step proposes to supplement the results accomplished through the technology step by providing an end-of-the-year report estimating the size of the gig labour market in London and area based on the information captured by the Local Jobs Hub on gig job postings and other available sources of data allowing this estimation. The report will be promoted in the community and a feedback survey will be collected to determine the impact of these findings locally

Idea Benefits

The community of London and area will be able to estimate the size of its gig labour market and its contribution to the local economy. The results of the project will allow the economic developers, planners, analysts, local government leaders, and the employment service sector to assess the prevalence of gig work in London and area and consequently design appropriate workforce strategies that lead to local economic growth and prosperity.

This information has positive implications for local economic development and growth. Furthermore, this information will support advocacy efforts that strengthen and promote gig consumer and worker protection.

Idea Timeline:

August 1, 2022 - February 29, 2024.

Milestones:

- August 1, 2022 – Project initiation
- August 1, 2022 - September 30, 2022 – develop the criteria defining gig work and algorithm for tagging of job postings in the Local Jobs Hub.
- October 1, 2022 - December 31, 2022 - web development for automatically tagging gig job postings and data report visualizations (quarterly, semi-annually, and yearly) on local gig labour market.
- January 1, 2023 – December 31, 2023 – monitor the data report visualizations, and adjust any potential errors
- October 1, 2023 – January 31, 2024 – develop the validation Report on Estimating the Gig Labour Market in London and area (literature review, primary and secondary data collection, analysis, and report writing)
- January 31, 2024 - release of a written “Final Report on Estimating the Gig Labour Market in London and area” based on the data revealed by the Local Jobs Hub and other complementary data sources.

- February 29, 2024 – Feedback Survey on the Final Report completed, and measurements reported

Funding Requested: \$31,975
Please see the details in the Business Case Financial Impact section posted below.

Sustainability

The technology component of the project proposal is a one-time investment and initiative leading to the development of a set of three functions: tagging, filtering, and reporting, and packaged as a new tool on the Local Jobs Hub website (aka the “gig jobs” tool.)

The gig jobs tool will be self-sustainable because the tagging, filtering, and reporting functions will be automated.

EMOWPDB maintains the Local Jobs Hub, which will include the “gig jobs” tool updates.

Business Case Financial Impacts

*** Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Web Development (automatically tag gig job postings and data reporting on gig labour market)	\$15,000	\$0	\$0	\$15,000
Labour (1 research associate/assistant working on criteria and algorithms for identifying gig job postings - in 2022; and literature review, collecting secondary data, analyzing, and writing the validation report for the estimation of the size of gig labour market in London Economic Region - in 2023 and 2024)	(7 hours/day x 20 days x \$35/hour) \$4,900	(7 hours/day x 25 days x \$35/hour) \$6,125	(7 hours/day x 10 days x \$35/hour) \$2,450	\$13,475
Marketing	\$0	\$1,500	\$500	\$2,000
Telecommunications	\$325	\$650	0	\$975
Supplies	\$175	\$350	0	\$525
Management and admin (less than 15% of total cost)	\$3,060	\$1,294	\$443	\$4,797
Total Project Cost	\$23,460	\$9,919	\$3,393	\$36,772
Management and admin (less than 15% of total cost)	\$3,060	\$1,294	\$443	\$4,797
Leveraged Contributions	\$3,060	\$1,294	\$443	\$4,797
Net Request (Requested City Investment)	\$20,400	\$8,625	\$2,950	\$31,975

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	2023	2024
Number of gig job postings in London	TBD**	TBD**	-
Percent of gig job postings in London/total job postings in London	TBD**	TBD**	-
Number of visits to the gig jobs filtered page	125	250	-
Number of visits to the website integrated reports	50	100	-
Number of downloads of the final report by local leaders, economic developers, planners, and analysts	NA*	50	-
Percent of those who downloaded and read the final report and found it novel or enlightening	NA*	75%	-
Percent of those who downloaded and read the final report and expect to use these findings in their work in the near future	NA*	10%	-

Notes:
*NA – Not Applicable due to project timeline 2022-2023.
** TBD – To Be Determined – this has not been done before
*** The technology step is expected to be finished on December 31, 2022

What are the risks of not proceeding?

*** Provide a description of potential risks to the community if this idea is not implemented.*

Not having a full understanding of the structure and quality of gig jobs offered locally hinders the ability of local economic and workforce developers and government leaders to address systemic issues such as slow or negative economic growth generated by communities exposed to unreliable, frequent, and often minimal contractual incomes associated with gig jobs provided by uber-type businesses. Not being able to assess the prevalence of gig jobs in the local economy diminishes London’s ability to fully and comprehensively develop proper labour market solutions that lead to local economic recovery and growth.

Other Information

Jeon, S.H., Liu, H., & Ostrovsky, Y. (2019, December). Measuring the Gig Economy in Canada Using Administrative Data. Research Paper Series. Catalogue no. 11F0019M - No. 437. Social Analysis and Modeling Division. Economic Analysis Division, Statistics Canada. Retrieved from <https://www150.statcan.gc.ca/n1/en/pub/11f0019m/11f0019m2019025-eng.pdf?st=hXRqEZWW>

Jeon, S.H. & Ostrovsky, Y. (2020, May 20). The impact of Covid-19 on the GIG economy: short- and long-term concerns. Catalogue no. 45280001. Statistics Canada. Retrieved from <https://www150.statcan.gc.ca/n1/en/pub/45-28-0001/2020001/article/00021-eng.pdf?st=iF3uqV0q>

LMIC (2021, September). Making sense of gig work. *LMI Insight Report* no 45. September 2021. Retrieved from <https://lmic-cimt.ca/publications-all/lmi-insight-report-no-45-making-sense-of-gig-work/>

Appendix B: LCRN Community Business Case # 2: London City of Music Expo

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

London City of Music Expo

Idea Lead/s:

London Chamber of Commerce with support from the London Music Office

- In alignment with concurrent business case: City of Music Conference and Events

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:

Driving Prosperity – Leveraging London’s status as a UNESCO City of Music, will bolster London’s economy by driving tourism and increasing business opportunities in the creative industries, and tourism and hospitality industries. It will also help position London as a city with a thriving culture – one which will attract young professionals from all industries and help to drive investment from employers.

Fostering Community – By engaging the London community and fostering a sense of pride about our UNESCO City of Music designation, this event will contribute to London’s culture. Music helps to unite people from all different ethnicities.

LCRN Indicator Alignment:

Arts Culture and Tourism – event directly relates to arts and culture and helps to drive tourism.

Business Health – businesses in all sectors stand to benefit from London’s designation as a City of Music since this has potential to attract young professionals to live and work in London as well as to attract business investment of all types. Other global Music Cities such as Melbourne and Austin, have seen economic growth in the billions of dollars as well as attracting millions of tourists per year. These benefits go beyond the entertainment industry and in places like Nashville, have encouraged job growth in the tens of thousands across all sectors.

Talent Recruitment and Retention - According to a 2018 study by the University of Cambridge, a city’s culture is tied directly to its economic growth. The study found that, as a city develops a unique culture, more people will be willing to invest in the area. While the talent pool is somewhat limited currently, having a strong music culture will encourage young professionals to look to London as an attractive city for business development and fill the gaps created by the pandemic.

Anti-Racism and Anti-Oppression – music helps to bring together people from all races and ethnicities and with the London City of Music Expo, we will endeavor to showcase London’s diversity.

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

The event described in this proposal (London City of Music Expo) is designed to dovetail with the City of London Music Office’s proposed City of Music Conference and Events business plan. The two business cases are jointly aligned, as the events will take place over two days, back-to-back: the focus of the conference is on professional development for those in the industry (regional focus) whereas the focus of the Expo on the local music industry and attendance will be open to the general public.

By hosting these two events on consecutive dates at the same venue, the London Chamber of Commerce and the City of London Music Office will be able to share some of the expenses (already divided out in the respective businesses cases).By offering free Expo tickets to conference attendees, the intention is to incentivise conference attendees to stay an additional night in London, which will result in supporting local businesses such as hotels, shops and restaurants.

Idea Summary

London has the proud distinction of being the first city in Canada with a UNESCO City of Music designation. And yet most Londoners still do not know what that means or why it is important to the economic and cultural well-being of our city.

To promote and leverage this designation, the London Chamber of Commerce proposes to host an annual full-day (likely mid afternoon until early evening) Expo specifically to highlight this designation. The London Chamber of Commerce is currently looking at a November timeframe which would ideally take place the day before or after a conference that is being planned by the London Music Office.

The Expo would consist of exhibitors from all aspects of the music industry (artists, producers, venues, recording studios, etc.) as well as other exhibitors that directly benefit London’s thriving music scene (hotels, bars, restaurants, breweries, etc.).

The event’s focus is on the local Music Industry as such the event would feature live performances from local artists on a mainstage at various times throughout the day, and the London Chamber of Commerce would make a point of seeing that these artists are well-compensated. This is a vital part of the proposal given that musicians are frequently underpaid and as a City of Music London should be working to correct this. The funding for this compensation would come from leveraged contributions such as corporate sponsorships and not from the LCRN funding.

Additionally, the Expo will include break-out workshops/seminars where attendees will have the opportunity to learn more about what it means to be a City of Music. Regarding the workshops the London Chamber of Commerce already has interest from the City of London Music Office to host one workshop related to strategies of a City of Music, and interest from Pillar Non-Profit Network to host one related workshop related to the Environmental, Social and Governance (ESG) aspects of London’s UNESCO designation. It is expected that all workshops can be provided as in-kind contributions to the Expo or in exchange for an exhibitor booth.

Free general admission tickets will be offered through the London Chamber of Commerce office as well as through exhibitors.

The outcomes of the Expo would include promoting widespread awareness of London’s status as a City of Music, supporting our local music industry, and providing education to attendees on how Londoners can leverage this status to help create a more livable city and a stronger economy.

Furthermore, since the Expo will be back-to-back with the conference being planned by the London Music Office, the Chamber will be able to offer free admission tickets to all who attend the conference – thereby incenting them to stay an extra night in London and spend more on food and lodging.

This strategy will also result in some cost savings for both events (savings on staging, AV).

The London Chamber of Commerce is well-positioned to host an event of this size and type and has a proven track record of doing so. The event is to be modelled after Biz Expo (a successful trade show that the chamber hosted for many years). Furthermore, with the Chamber’s connections with the business community and the current CEO’s experience in the music industry, will help London attract the necessary sponsors, partners, and exhibitors.

Idea Benefits

- Promotes London status as a City of Music, potentially attracting more business and tourism to the area. (Accomplished through the advertising of the event as well as through education at the event itself).
- Supports local artists and other businesses in the London community. (Accomplished by showcasing local artists as exhibitors and performers at the event).
- Supports industries that directly benefit from London’s music culture including hotels, restaurants, etc. (Accomplished by showcasing industries at the event as well as through additional business they may gain through those attending the Expo).
- Potential to attract young professionals and investment into the city. (Accomplished through press coverage of the event, potentially positioning London as a place where young professionals will consider working).

Idea Timeline

November (target date for event) – planning for this to be an annual event.

June – Securing the venue and date, securing contracts for staging and AV, and electrical services.

July – Branding of event, creation of landing page (this expense will either be eliminated or greatly reduced in subsequent years since most of the work on this is done in the first year – reducing the cost of the event for future years by \$20K - \$50K).

July – August – Hire performers and secure workshop facilitators.

July – November – Advertising/promotion of event, ticket sales and giveaways.

July – October – Sell exhibitor booths

November – Finalize the floorplan, performance, and workshop schedule.

Funding Requested

\$100,000

Sustainability

The Chamber of Commerce believes that this will be a sustainable annual event. Like many events of this type, the first year will be the most challenging which is why the Chamber is asking for a substantial investment from the LCRN recovery funding. The Chamber will also be seeking the support of sponsorships.

In subsequent years, the Chamber believes that it can support subsequent events through higher levels of sponsorships and by investing a portion of the proceeds from the previous event. It is the Chamber’s hope that the City will find value in this endeavour and continue to partner with the Chamber at a lower sponsorship level – possibly through the London Music Office, however this is not a strict requirement for the event to be sustainable.

Business Case Financial Impacts

** Expenses must be incurred after the project has been approved.

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Facility rental, piping, and draping	\$30,000			\$30,000
Staging and AV	\$20,000			\$20,000
Electrical services	\$10,000			\$10,000
Landing page/social media	\$20,000			\$20,000
Printing and signage	\$10,000			\$10,000
Admin/Misc.	\$5,000			\$5,000
Salaries	\$15,000			\$15,000
Marketing/Advertising	\$20,000			\$20,000
Payment for Artists	\$20,000			\$20,000
Workshop facilitation	\$1000			\$1000
Total Project Cost	\$151,000			\$151,000
Leveraged Contributions				
Will seek corporate sponsors to pay for artist compensation, salaries, and most of marketing/advertising	\$50,000			\$50,000
Will seek in-kind sponsors to support workshops (have already confirmed interest from London Music Office and Pillar Non-Profit Network).	\$1000			\$1000
Sub-Total of Leveraged Contributions	\$51,000			\$51,000
Net Request (Requested City Investment)	\$100,000	\$0	\$0	\$100,000

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
Number of Exhibitors	N/A	goal of 150
Number of Attendees	N/A	goal of 1000
Estimated number of social media impressions	N/A	unknown
Feedback from event attendees and exhibitors through a survey	N/A	Survey
Number of Artists Hired	N/A	unknown
Number of Performances	N/A	3-6 performances (either individuals or groups)

What are the risks of not proceeding?

** Provide a description of potential risks to the community if this idea is not implemented.

London has an excellent opportunity to leverage its UNESCO City of Music designation not only to promote London itself, but to attract talent and investment to grow our economy. London must continue to host programs and opportunities like the one outlined if the city wishes to keep our unique designation.

Other Information

** Include linkages to any reference documents, previous reports, relevant Council resolutions, etc.

<https://citiesofmusic.net/>

<https://musiccanada.com/wp-content/uploads/2016/09/Music-Cities-Toolkit.pdf>

<https://musiccanada.com/wp-content/uploads/2015/06/The-Mastering-of-a-Music-City.pdf>
<https://londoncityofmusica.ca>

Appendix C: LCRN Business Case # 3: City of Music Conference and Events

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

City of Music Conference and Events

Idea Lead/s:

London Music Office in Partnership with Tourism London & the London Chamber of Commerce

- In Alignment with Concurrent Business Case: London City of Music Expo

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:

Investing In People – London is a community known for developing incredible creative industry talents with a specialized focus in music. Our post-secondary schools educate more than 1,000 music students annually at Western University, Fanshawe College and Ontario Institute of Audio Recording Technology (OIART). We must continue to bring opportunity to London to create meaningful and gainful employment opportunities while helping to retain the talent we educate each year. Creating programming that allows Londoners to stay in London and actively participate in their chosen professional industry allows for home grown success. Anything that can bring people together should be harnessed to benefit London for the better.

Driving Prosperity – London has stepped onto the world stage and joined the largest cultural network on planet earth as Canada’s first, and only, UNESCO City of Music. We must build a city where music and culture thrive – where it is built into London’s foundation. In doing so, we will build a community where people and business prosper. Music unites us and drives a robust and diverse economy that produces both social and economic benefits. This project positions London as a leader in creative industries attracting young professionals across all sectors and enhances spending and workforce development within the tourism and hospitality sectors.

Fostering Community – Leaning into London’s unique, one-of-a-kind UNESCO City of Music designation builds a sense of community pride and a distinct identity that differentiates London from other places. Developing programming that brings positive attention to London further enhances London’s position as a leader in creative industries and unites the community. Creating opportunities to foster innovation and build a sense of community will leave a lasting impact on Londoners.

LCRN Recovery Indicators:

Income and Mental Health - Pre-pandemic, London’s music scene was thriving with 963 jobs supporting live music across the 50+ music venues that call London home. Getting live music back to where it once was is a priority. Music venues in London could hold a collective capacity of 32,379, as self reported in the 2019 London Music Census. Music not only means job creation through gainful employment, but it also provides a boost with mental health support and connection to the community.

Arts, Culture and Tourism – The City of Music Conference aims to directly increases tourism activity through business travellers attending the conference. Employment opportunities will be

created within the arts and culture sector through performances and speaking engagements at the conference as well as after hours programming. Arts, culture, and tourism partners such as hospitality businesses (catering, hotels) and production/live event partners (AV companies, venues) will also benefit directly from this conference.

Business Health – The business community at large benefits from a strong and healthy music sector. The UNESCO City of Music branding will be a critical component in future attraction and retention of emerging professionals. These professionals seek an exciting work life balance. While London does not have the draw of the mountains, an ocean or temperate weather, London does have the pull of a vibrant and eclectic community.

Community Belonging & Community Engagement and Social Isolation – Music unities people, breaks down barriers and fosters positive conversation. Music heals and connects a community while making room to showcase a wide cross section of talent that Londoners can be proud of. Music is inherently open and welcoming to all members of society and creates a sense of pride and belonging for community members.

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

Idea Summary

To mark the one-year anniversary of London’s unique, one-of-a-kind UNESCO City of Music designation, the London Music Office, working in partnership with Tourism London, the London Chamber of Commerce, the Canadian Live Music Association and Music Ontario will bring Ontario communities together in London for a one-day City of Music Conference followed by live music events. Programming will dovetail into the London Chamber of Commerce’s City of Music Expo. The two events will work together to drive overnight stays which aim at supporting local businesses, leading to an increase in visitor spending in London. By hosting the City of Music Conference and City of Music Expo back-to-back, London Music Office and the London Chamber of Commerce can extend visitor stays and work together to reduce costs while maximizing impact. Separating the events into two business cases was needed to properly outline the projects. The City of Music Conference is focused on an audience largely from outside of London while the City of Music Expo is focused on London and surrounding areas. The two events play off one another and build heightened interest and awareness together. By hosting these two events on consecutive dates at the same venue, the London Chamber of Commerce and the City of London Music Office will be able to share some of the expenses (already divided out in the respective businesses cases). To ensure cross over between the two events, Expo tickets will be offered to conference attendees, incentivising them to stay another evening in London which in turn aims to increase local spending in our community (meals, activities, etc.).

As a UNESCO Creative City, London must continue to take a role of leadership in the creative industries. Hosting a City of Music Conference would bring Ontario municipal workers, Council members, music industry professionals, creatives, and community builders together for panel discussions, presentations, fireside chats, and interactive problem solving.

The goal is to strengthen Ontario’s live music sector through municipal support, knowledge sharing and collaboration. Bringing representatives from various Ontario communities together to discuss how we can all benefit from a stronger music ecology will continue to position London as a leader in music development and strengthen opportunities for London-based talent. While live music will play a significant role, growth opportunities for music in the film, media arts and the sporting sector will also be interwoven into the conference.

One primary venue will be used to house 250+ attendees and 30+ speakers. The City of Music Conference will offer a full day of programming operating from 9am – 4pm. The London Music Office is working with our closest City of Music in Kansas City to arrange for their UNESCO Focal Point to attend the conference and present work underway in the only City of Music in the United States. A one-hour lunch will be offered to delegates while they enjoy live music at the conference. For dinner attendees will be encouraged to explore London’s culinary excellence at one of the many great restaurants throughout the downtown core before gathering for an evening of live music starting at 7:30pm that celebrates London’s UNESCO City of Music designation. Delegates alongside community members would enjoy a free concert with support through existing Revive Live funding. Revive Live is a partnership between London Music Office, Tourism London,

Downtown London, London Arts Council, London Economic Development Corporation and Old East Village BIA to support the presentation of live music and the return of live music in London. Local venues would be engaged including close City partners like Wolf Hall to ensure costs remain reasonable and on budget. Space will be reserved for the public to also attend, and a pre-determined number of tickets would be set aside for the community to enjoy the free concert offering value back to the community.

Conceptual Programming Overview

- 8:30am Sign In / Registration
- 9:00am Welcoming Remarks + Live Music
- 9:15am What is a City of Music and how does it drive prosperity?
- 10:00am Creating the conditions to thrive and grow
- 11:00am Breakout Session 1
- 12:00pm Lunch Concert
- 1:00pm Festivals and Cities Working Together
- 2:00pm City Building with Music in Mind
- 3:00pm Breakout Session 2
- 4:00pm Closing Remarks + Live Music
- 4:15pm Networking
- 7:30pm Free Concert(s)

Idea Benefits

The City of Music Conference will provide great exposure for London’s UNESCO designation marking the one-year anniversary while also serving as an important building block for London to host future UNESCO Creative Network events. Potential conferences to host could include the North American UNESCO Creative Cities, the UNESCO Cities of Music and possibly the full 295 global member cities within the UNESCO Creative City Network. Londoners will play a vital role in panel discussions to help maintain a tight working group for future host events. Working closely with a strong local team will also help keep costs in check. An event of this stature would drive localized spending within the hospitality sector including hotel stays, restaurant visits, transportation bookings, venue, and facility rentals, all while employing skilled workers in creative industries.

Idea Timeline

- June & July || Project costing and quotes
- August & September || Program development
- September || Event announcements
- October & November || multi-tiered announcements including panelists + concerts

Funding Requested

A total one-time request of **\$50,900** would be required to deliver the program. A total project cost of \$84,400 would be reduced with 40% contribution covered through partners offering support, both financially and in-kind.

Sustainability

Strategic partnerships are built into this program to create a sustainable model which leverages existing assets and programming to cover nearly half of all funding requirements. The conference is intended to bolster community pride, drive economic recovery, and support London’s unique UNESCO designation. The proposed one-time event would develop a model to host future, larger UNESCO conferences in London and re-emphasize London’s leadership in music and city development.

Business Case Financial Impacts

*** Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024Total
Venue & Facility Rentals	\$17,500	\$0	\$0	\$17,500
Event Production (staging and AV)	\$12,000	\$0	\$0	\$12,000
Event Webpage (on LondonCityofMusic.ca)	\$2,000	\$0	\$0	\$2,000
Speaker Honorarium's (20 x \$200)	\$4,000	\$0	\$0	\$4,000
Speaker Hotel Rooms (10 x \$200)	\$2,000	\$0	\$0	\$2,000
Hospitality (280 x \$30 meals + \$1,600 general costs like coffee and water)	\$10,000	\$0	\$0	\$10,000
Contract Staff (100 hours x \$40)	\$4,000	\$0	\$0	\$4,000
Brand Creation & Asset Development	\$7,500	\$0	\$0	\$7,500
Marketing	\$7,500	\$0	\$0	\$7,500
Conference Artist (\$1,500 x 3)	\$4,500	\$0	\$0	\$4,500
Concert Artists (various prices)	\$12,000	\$0	\$0	\$12,000
Contingency / Misc.	\$1,400	\$0	\$0	\$1,400
Total Project Cost	\$84,400			\$84,400
Leveraged Contributions				\$33,500
Working with local City partners to lower the Venue & Facility Rental fees for the concert.	\$5,000	\$0	\$0	\$5,000
Website cost would be covered through London Music Office existing budget	\$2,000	\$0	\$0	\$2,000
Canadian Live Music Association would be providing staff support	\$4,000	\$0	\$0	\$4,000
City Comms staff would be engaged to remove cost of branding and asset development	\$7,500	\$0	\$0	\$7,500
Collaborating with partners to provide support with newsletters, e-mails, social media posts and direct contact with potential guests (estimated cost of over \$5,000). Additionally, the Music Officer is speaking at several conferences in September & October, and this would be an opportunity to promote the Conference.	\$5,000	\$0	\$0	\$5,000
Concert Artists would be covered through existing programming offered by Revive Live partnership	\$10,000	\$0	\$0	\$10,000
Sub-total of Leveraged Contributions	\$33,500	\$0	\$0	\$33,500
Net Request (Requested City Investment)	\$50,900	\$0	\$0	\$50,900

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
Number of speakers	0	30
Number of attendees	0	250
Event Coverage (social + traditional media coverage)	0	Unknown
Employment Numbers	0	Unknown
Hotel Stays Generated	0	Unknown
Artists Hired	0	8 - 10

What are the risks of not proceeding?

*** Provide a description of potential risks to the community if this idea is not implemented.*

London is in a great position to work with local, provincial, and national partners to host a City of Music Conference that unites and builds a strong music sector across Ontario. This is a rare moment for London to step forward with multiple levels of support. London must continue to present opportunities to grow the creative sector through sustainable development and work collaboratively with other cities to drive change. If we let opportunities like this slip away, they will go to other communities, and it will have a negative impact on our designation. London must also continue to find ways to maintain good standing with our UNESCO designation. These opportunities help maintain our UNESCO City of Music designation and position London as a leader. Not proceeding with this event is a missed opportunity to support the community.

Other Information

*** Include linkages to any reference documents, previous reports, relevant Council resolutions, etc.*

<https://globalnews.ca/news/8358782/london-unesco-city-of-music-canada/>

www.londoncityofmusic.ca

www.londonmusicoffice.com

www.citiesofmusic.net



LONDON

A Place to Call Home

A whitepaper on solutions to our housing crisis

June 2022





PURPOSE OF THIS WHITEPAPER

- **TO GENERATE** informed discussion about the ways and means to address the housing crisis in London
- **TO FIND** mutually beneficial solutions and establish a commitment to action that all stakeholders can embrace, and in their own area of influence and expertise, participate.
- **TO WORK** with the City of London to build an affordable, attainable, and sustainable city for current and future generations of Londoners.
- **SO, THAT EVERYONE** who wants to call London home can find an available and affordable place to live.

CANADA HAS A HOUSING CRISIS

The Government of Canada has made the housing crisis the priority in their 2022 Budget.

“There are several factors that are making housing more expensive, but the biggest issue is supply.”

“Put simply Canada is facing a housing shortage.”

“We have a lower number of homes per person than many OECD countries. Increasing our housing supply will be key to making housing more affordable for everyone.”



ONTARIO RECOGNIZES IT, TOO

Ontario Affordable Housing Task Force findings

"The way housing is approved and built was designed for a different era when the province was less constrained by space and had fewer people."

"[This] no longer meets the needs of Ontarians. The balance has swung too far in favour of lengthy consultations, bureaucratic red tape, and costly appeals."

"It is too easy to oppose new housing and too costly to build. We are in a housing crisis and that demands immediate and sweeping reforms"



LONDON IS NOT IMMUNE

We are experiencing our own perfect storm of rapid population growth and a shortage of supply of housing to meet the growing demand.

The Growth of London Outside of London Report April 2022

“The new arrivals include a range of individuals and families, from international students to young families priced out of the GTA to mid-to-late career professionals.”

“Policymakers must ensure that municipal planning allows for enough housing to be built to meet the needs of these groups.”



LONDON RESIDENTS ARE WORRIED

1.The housing crisis is a huge concern.

•Housing affordability is their number one issue

84% say affordability is either very important or somewhat important

73% agree with the statement “London has a housing crisis”

Most responsible for providing solutions? The City of London.

•52% say the City is THE MOST RESPONSIBLE for solving the crisis

81% want the City to get more engaged in affordable rental housing

54% say London needs a made-in-London solution

The solution is to build more homes, more affordably, more efficiently.

•77% say make the approvals process more efficient

64% say make the process more builder friendly

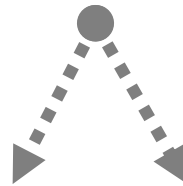
57% say allow developments on new lands not currently zoned residential

THE CRISIS HAS CONSEQUENCES

SOCIAL

ECONOMIC

ENVIRONMENTAL



On the City of London:

THE CORPORATION

On the City of London:

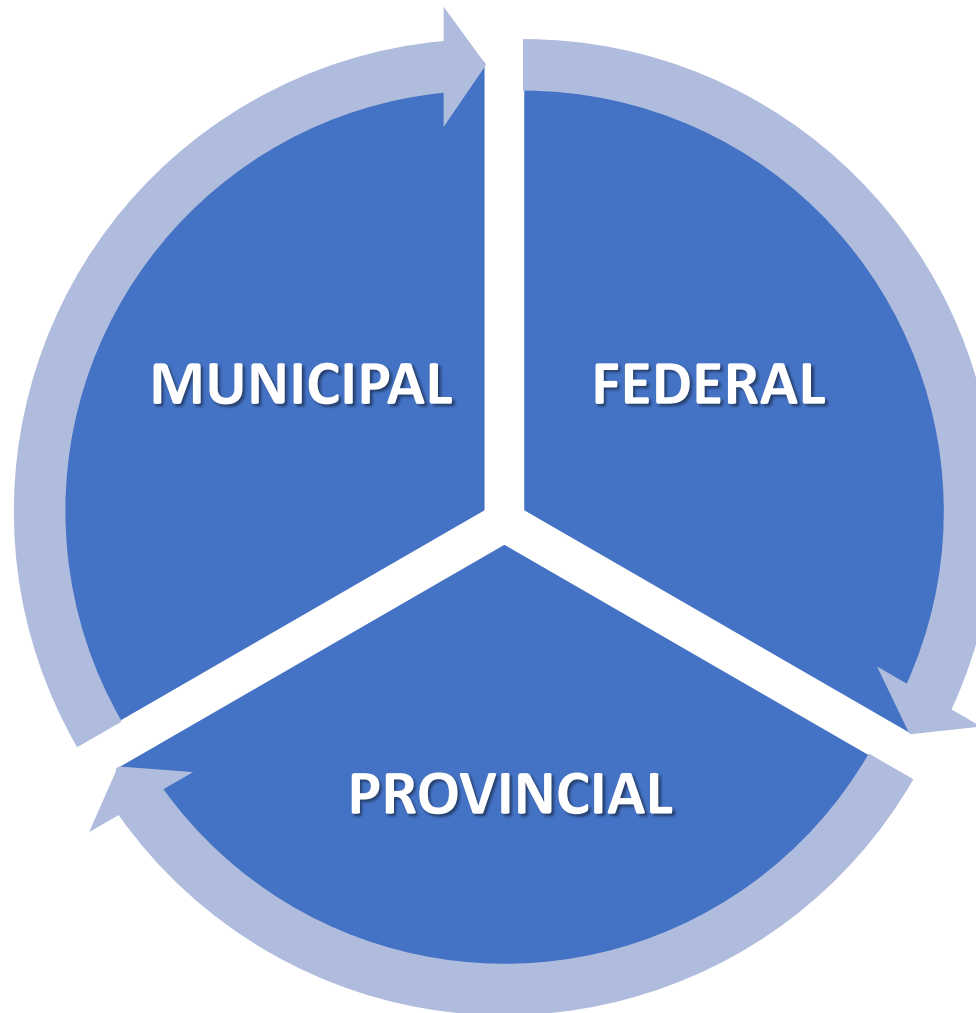
THE COMMUNITY

THERE ARE OPPORTUNITIES, TOO

1. New homes to meet demand
2. New developments to create jobs
 - ✓ Construction sector
 - ✓ Legal and financial sector, architecture, design and décor, home furnishings, and shipping.
3. Fuel the economic engine of the community in the post pandemic recovery



RECOMMENDATIONS FOR ACTION



7

POLICY RECOMMENDATIONS

Policy Recommendation 1

- The City's comprehensive study to review the Urban Growth Boundary to commence immediately with a decision to Council on any change by the end of 2023.

Policy Recommendation 2

- ReThink Zoning process to develop a more flexible zoning by-law be completed by the end of 2023.

Policy Recommendation 3

- A working group be formed with significant landowners in the downtown area to review the opportunities for redevelopment with a mandate to develop programs and incentives to drive residential growth in downtown.



7 POLICY RECOMMENDATIONS

Policy Recommendation 4

- A Mayor's Task Force consisting of political representation, senior municipal staff and the development/building industry with a mandate to develop an implementable strategy to tackle housing supply crisis with a report to Council in December 2022.

Policy Recommendation 5

- Adopt policy of 3% of the annual assessment growth revenue to be reinvested in Planning and Economic Development Services.



7 POLICY RECOMMENDATIONS

Policy Recommendation 6

- The City in consultation with the development industry complete the Permit Ready Lot program matrix with performance measures and lot number targets reflecting current and potential growth rates to be completed by September 30th, 2022

Policy Recommendation 7

- The City form a working group of City staff, not-for-profit housing providers and the private sector development community to review and recommend any policy and tools that could be used to facilitate opportunities for the provision of needed deep affordable housing.



5

PROCESS RECOMMENDATIONS

Process Recommendation 1

- Implementation of an accountability tracking system for individual applications. A “barcode” system needs to be developed to allow both the proponent and city management to track an application through the approval process. Operational by July 2023

Process Recommendation 2

- Review of the File Management/Complete Application process for sub-divisions. Streamlining the requirements of sub-division applications and moving pre-approval requirements to other parts of the planning process need to be reviewed. Review in 2022 with any changes in 2023.



5

PROCESS RECOMMENDATIONS

Process Recommendation 3

- Improved checklist of requirements of Consultants' reports for complete application clearance. Any changes could be implemented in the beginning of 2023.

Process Recommendation 4

- Implement the MOU with the UTRCA as presented at the Planning and Environment Committee of Council on June 21, 2021. MOU recommendations should be implemented immediately.

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- Improve and expand the use of electronic submissions for applications. We believe the technology is available for improved use of software for application submissions that will improve the review process. Should commence as soon as funds are available.



THANK YOU

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LONDON

A Place to Call Home

A whitepaper on solutions
to our housing crisis

June 2022

*Submitted by
London Development Institute, and
London Home Builders' Association*





London: A Place to Call Home
A whitepaper on solutions to our housing crisis, June 2022



PURPOSE OF THIS DOCUMENT

London Development Institute and the London Home Builders' Association have produced this whitepaper to generate informed discussion about the ways and means to address the housing crisis in London, Ontario.

Our goal is to find mutually beneficial solutions and establish a commitment to action that all stakeholders can embrace, and in their own area of influence and expertise, participate.

Working with the City of London, the Province of Ontario, the Government of Canada, we want to build an affordable, attainable, and sustainable city for current and future generations of Londoners.

Indeed, our wish is that everyone who wants to call London home can find an available and affordable place to live.

About the London Development Institute (LDI)

LDI is a member-based organization representing most large land developers in the London area. LDI has been the leading voice on development issues in our city for more than 40 years. Our goal, working with our partners in local government and the community, is to build a better London.

Mike Wallace, Executive Director
London Development Institute (LDI)
519-854-1455 londondev@rogers.com

About the London Home Builders' Association (LHBA)

The London Home Builders' Association provides a forum for its members to share information and experience; promote ethical building and business practices; be the voice of the residential construction industry in London; and work towards the betterment of our community.

Jared Zaifman, CEO
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EXECUTIVE SUMMARY

London is in a housing crisis, both in terms of affordability and availability. The problem is complex as are the solutions. But one thing is clear. It is the municipal level where the rubber hits the road on the housing crisis. This is where homes are actually built. The process, however, from acquiring land to developing plans to having those plans approved and the construction of a home can take up to 7 years – sometimes longer. If London is going to successfully address its housing crisis, the development industry and the municipality need to work together to reduce that time frame in a way that respects approval requirements and demand.

All three levels of government are involved in the solution. Both the federal and provincial governments have programs in-place that can fund and expedite housing projects. It is critical that the City of London work with these governments to extract every dollar of support it can and reflect the unique condition in our city. The body of this whitepaper explores some of these options, such as the federal government's New Housing Accelerator Fund, its Rapid Housing Initiative, and expanded infrastructure spending.

The solutions proposed by the Ontario Government's Housing Task Force, unfortunately, are mostly focused on Toronto and the Greater Toronto Area (GTA). While there are some very good recommendations that can be carried forward into London – such as *"Depoliticize the approvals process to address NIMBYism and cut red tape to speed up housing"*¹, it is the City of London that must act upon them. To develop better provincial solutions for cities outside of the GTA, we recommend looking at forming a coalition of similar municipalities, such as Windsor, Kitchener, Kingston, and Ottawa.

The members of the London Development Institute and the London Home Builders Association have collaborated to create this whitepaper on possible solutions. We are wholly committed to working not only with the City of London, but also not-for-profit developers and stakeholders across the city to develop and implement solutions. **LONDON: A Place to Call Home** is not just the title of this report, it is the goal of so many people – and forms the fundamental foundation of the housing crisis. For many years, supply has not kept pace with the demand for homes in our city. This must be fixed. And it can.



London: A Place to Call Home

A whitepaper on solutions to our housing crisis, June 2022



The people of London recognize this crisis as the number one issue facing our community. In recent polling², almost three of four people agree with the statement “*London has a housing crisis*” and over four of five people say housing affordability is important to them. Over half of those polled also believe that the City of London is “*most responsible for providing solutions*”.

London’s development and home building industry believes we too have an important role to play – but successfully addressing the housing crisis cannot be accomplished in isolation. It requires an all-in approach and collaboration.

This report makes several recommendations for improvements to policy and process at the City of London. It is respectfully submitted with the goal of having fulsome discussions with political and civil service leaders. As the rubber-hits-the-road for the improvement at City Hall, the shovel-digs-the-ground with home builders. Let’s work together.

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Policy Recommendation 1

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Improve and expand the use of electronic submissions for applications. We believe the technology is available for improved use of software for application submissions that will improve the review process. Should commence as funds are available.

A crisis can be an opportunity.

Solving London's housing crisis has a second tier of significant benefits, beyond the fundamental goal of increasing supply and making homes more affordable.

New home construction creates jobs. Not only in the construction sector, but also in the legal and financial sector, architecture, design and décor, home furnishings, and shipping. As the city looks to improve its economy after the devastating impacts the COVID19 pandemic, solving the housing crisis will also fuel the economic engine of the community.

London is not an island. It is rapidly becoming a hub community for the growing suburban municipalities that surround it. This places un-funded demand on London's infrastructure as well as taking residential tax dollars that could have been paid to our municipality and are instead funding the expansion of our neighbours. This also places more cars on our roads harming the positive actions that the City of London is taking to address climate change.

The housing crisis has social, economic, and environmental consequences. It will require leadership from the mayor's office, council, and city management to successfully address it. London's development industry and its home builders are ready to collaborate with the City of London and ensure that everyone who wants to live in London can find a place to call home.

We look forward to discussing this report with council, committees, staff, and stakeholders across the city.



INTRODUCTION

Canada is in a housing crisis. The City of London has not been spared from it as we enter the latter half of 2022, a critical juncture has arrived. A plan to address the crisis must be made quickly, yet also be well-informed, swiftly implemented, and be able to be sustained for years to come.

The crisis has national, provincial, and local ramifications. You cannot open a newspaper, turn on the news or scan social media without seeing a story or discussion on the cost and availability of housing. Housing has become the number one public policy issue being discussed, not only at the dinner table, but at every level of government within Canada.

The issues and causes of the housing crisis are intertwined and tend to be complicated; a positive impact will require a multi-solution approach. Workable solutions will need collaboration from all stakeholders including government, private sector, and not-for-profit providers. Some opportunities and solutions will have a more immediate effect, but many of solutions will take time to implement and produce results. This means critical actions must consider both immediate and long-term needs.

On March 7, 2022, the Government of Canada has not only recognized the housing crisis but made it their priority in the 2022 Budget.

“There are several factors that are making housing more expensive, but the biggest issue is supply. Put simply Canada is facing a housing shortage-we have a lower number of homes per person than many OECD countries. Increasing our housing supply will be key to making housing more affordable for everyone.”³

The Government of Ontario has also recognized the problem of supply of housing.

On February 8, 2022, the provincial government’s Ontario Housing Affordable Task Force presented its findings and recommendation to tackle the housing affordability crisis in Ontario. In his cover letter to the Minister of Municipal



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Affairs and Housing, the Chair of the Housing Affordability Task Force, Jake Lawrence, summarized the state of housing in the province.

“The way housing is approved and built was designed for a different era when the province was less constrained by space and had fewer people. But it no longer meets the needs of Ontarians. The balance has swung too far in favour of lengthy consultations, bureaucratic red tape, and costly appeals. It is too easy to oppose new housing and too costly to build. We are in a housing crisis and that demands immediate and sweeping reforms”⁴

The City of London is not immune to the housing supply crisis. It is experiencing its own perfect storm of rapid population growth and a shortage of supply of housing to meet the growing demand resulting in an unprecedented rise in housing prices within the city.

In the recently published study of London’s population growth by the Smart Prosperity Institute entitled *The Growth of London Outside of London* the author, Mike Moffat, states:

“Given that the new arrivals include a range of individuals and families, from international students to young families priced out of the GTA to mid-to-late career professionals, policymakers must ensure that municipal planning allows for enough housing to be built to meet the needs of these groups.”⁵

The London Development Institute (LDI) and the London Home Builders Association (LHBA) want to be part of the solutions to the housing affordability and availability crisis in our community.

We want to collaborate with the municipality, local business groups, not-for-profit housing providers and labour organizations in tackling the housing supply crisis. Together, we need a plan and the commitment to see it through. This whitepaper provides our thoughts on the way forward to making this a reality.



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A whitepaper on solutions to our housing crisis, June 2022



We have structured this whitepaper as follows:

1. Review of the housing supply crisis in a local context.
2. Outline of the consequences of the housing supply crisis in our community.
3. Opportunities & Solutions
 - a. Review of the recent Federal government announcements, with recommendations for the City of London to capture opportunities now available
 - b. Review of recent Provincial government announcements, with recommendations for the City of London to respond to provincial opportunities
 - c. Review of recent Municipal Reports relating to Growth, including recommended actions in the short, medium, and long-term, supported with notes for accountability, timeline, and outcome framework.





PART ONE: THE HOUSING CRISIS IN CONTEXT

Is there a Housing Supply Crisis in London?

The housing supply crisis is a London issue. London is one of the fastest growing communities in all of Canada. As the industry associations for London's development sector and home builders, our members are experiencing demand that far outstrips our ability to supply new homes - both for ownership and rental. New developments sell out in minutes after they are announced and there are long waiting lists for home buyers – people who just want the opportunity to purchase a new home as future developments become available.

The study issued by the Smart Prosperity Institute titled *The Growth of London Outside of London* clearly identifies the cause and effects of this extreme pressure to meet demand. The data used in the study, from the 2021 Census and Canadian Mortgage and Housing Corporation, supports two overriding components to the housing crisis issue in London.

1. The London area's population is rapidly growing due, in part, to an increased number of families moving in from the Greater Toronto Area.
2. Increasingly, the family-sized homes being built to support a growing number of families are being built outside of the municipal boundaries of the City of London.⁶

The full study can be found at: [The Growth of London Outside of London](#)

This issue of supply is not limited to new home availability but also in the resale housing market. Over the last few years, the London and St. Thomas Association of Realtors (LSTAR) have reported record increases in the average selling prices of homes in London. The average sale price of all homes has increased in London from \$307,831 in February 2017 to \$825,221 in February of 2022.⁷

These price increases are a direct result of the demand for homes far exceeding the supply in the resale housing market. This lack of supply has resulted in unprecedented bidding wars driving up selling prices.



LSTAR has also been tracking the number of sales of homes by realtors who belong to real estate boards from other parts of Ontario. It has found as many as 30 percent of the residential sales, are being sold by realtors who are not LSTAR members. Recently, both sellers and buyers are increasingly working with realtors from the GTA or other neighbouring areas to represent them for home purchasing in London.

Concerning the housing supply, this is a significant issue, as buyers from outside of London reduce local supply without adding a property to sell or rent in return. Out of 1,044 sold listings in April across LSTAR's jurisdiction, 248 listings or 23.7 percent, were sold by a non-LSTAR REALTORS® member,⁸ exacerbating the supply crisis.

Is the housing supply crisis an issue for the public?

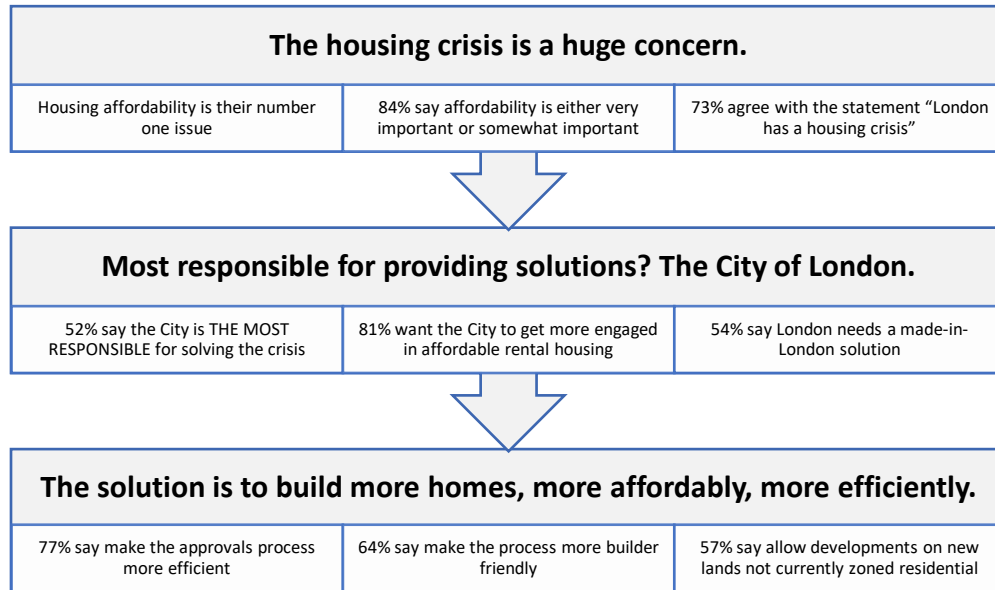
The London Development Institute, and the London Home Builders Association commissioned an opinion poll to evaluate Londoner's ranking of housing issues and their opinion on who and how to tackle the issue.

The survey of 600 residents both renters and owners of homes in London found that the housing supply crisis is a huge concern⁹.

- Eighty-four percent of those surveyed said that housing affordability is either very or somewhat important with 73 percent agreeing that "London has a housing crisis".
- The poll also asked who was responsible for working to resolve the housing supply crisis. Fifty-two percent of the respondents said the City is the most responsible for solving the crisis with 54 percent supporting made-in-London solutions.
- A large percentage, 81 percent responded they want the City of London to get more engaged in affordable rental housing.

The survey asked respondents their opinion on potential solutions in tackling the housing affordability and availability issue they identified.

- A full 77 percent said the approvals process needs to be more efficient. In addition, 64 percent believed the application process needs to be more builder friendly and 57 percent were supportive in allowing developments on new lands not currently zoned residential.¹⁰



The full survey can be reviewed at [London Housing Crisis Poll - April 2022](#)

It is clear from the information highlighted above and the many additional reports from a variety of sources including the CHMC that many parts of Canada, Ontario and specifically the City of London are facing a housing supply crisis.

Agreeing that London has a housing crisis is the first step – as this will inform the decision-making process on how to fix it. Before that can happen, however, we believe all stakeholders must also agree on the consequences of the crisis and what could happen if it is not successfully addressed.

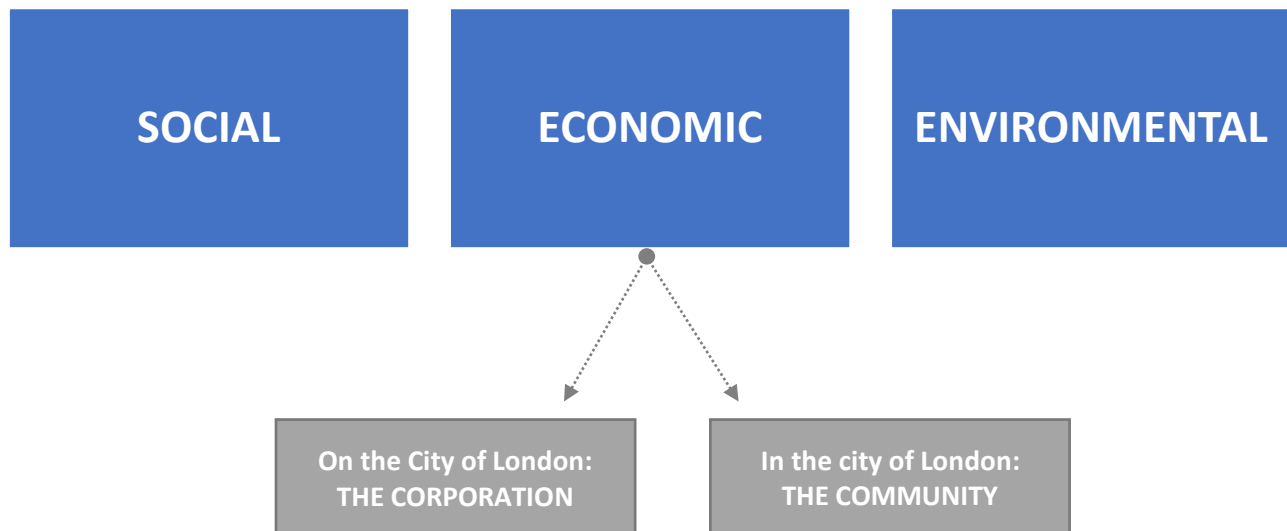


PART TWO: THE CONSEQUENCES OF THE CRISIS

Housing costs, both in the ownership and rental markets, will continue to experience rapid price increases as the growth in population from migration and immigration will make London less and less affordable.

It is important to not only acknowledge an issue but to understand its consequences in determining solutions. Recommended solutions need to be realistic and deliverable to be effective. We have highlighted some of the key outcomes if the housing supply crisis is not addressed in London.

The consequences of the lack of housing supply in London fall into three interconnected categories:



Social consequences:

One of the fundamentals of a great quality of life is based on the place you call home. A home is part of a neighbourhood that in turns forms a community. At its core, a home is the beginning of relationships, for family and friends to relationships that create the social fabric of our city. But unfortunately, the lack of affordable housing threatens to disrupt the quality of both the lives of current residents and those the city hopes to attract.



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Specific social consequences of the housing supply crisis are:

1. Both in terms of owned homes and rentals, housing costs will continue to experience rapid price increases, making London less and less affordable.
2. The lack of housing supply is having a direct impact on our community. We are at risk of losing a large segment of the next generation of Londoners who have been committed community members.
 - Young Londoners who have grown up here with their families are being priced out of the market. They must look outside the city to start their independent lives and their own families
3. New immigrants to Canada have the advantage of choosing most anywhere they want to live, and that choice can last for generations. Yet, their advantage could be London's disadvantage if we cannot provide them with affordable homes, as well a sense of welcome, inclusion and opportunity.
 - If not addressed locally, the housing crisis will force new immigrant families to by-pass London as they start their Canadian journey. This will negatively impact a significant source of pride in London, the cultural diversity of our city. This will also impact the city's need for workers (see Economic Consequences).
4. The number of homeless people will continue to rise, increasing the need for so-called deep affordability.
 - London's by-name list of chronically homeless individuals has doubled in the last 2 ½ years, from 966 in September 2019 to 1898 in June 2022¹¹.
 - People experiencing homelessness are sleeping in doorways and along the river, suffering from exposure.
 - Many more are "hidden homeless," couch surfing or living in crowded or unsuitable housing. As a community of compassion, we must create housing for all¹².

Economic Consequences for City of London (the corporation):

If the supply of new housing does not keep up with demand, the economic consequences on the City of London's revenues will be significant. Let's first examine the basics of the City's budget and how it is funded.

- ✓ Of the City's \$4.2 billion annual budget, 65 percent of this revenue to fund it comes from property taxes.¹³
- ✓ Since 2017, the annual assessments have grown over \$54 million (from a low of \$8.2 million to over \$13 million in any one year)¹⁴
- ✓ These new revenues are allocated to service improvements.
- ✓ As these are not one-time revenues, they become part of the base funding for the City in perpetuity.

Specific economic consequences for the City of London

1. The amount of in year assessment growth will begin to shrink, putting further pressure on Council to find new revenues to meet current service demands. This will put pressure on the current tax base as the most likely (and least desired) opportunity to increase revenue will be to raise the property taxes of current residents.
2. As illustrated in the Smart Prosperity Institute's *The Growth of London Outside of London* study, the unmet demand for housing in the city will be driven to surrounding communities to be fulfilled.¹⁵ This creates a double hit to the City's operating budget.
 - First, a loss of new tax revenue, as the buyers and renters of new homes outside of London will pay property taxes to the municipality where they live.
 - Second, as populations outside of the city grow, these populations are also highly likely to use London as a hub for shopping, healthcare, education, and sources of employment. This means that the demand on the city's infrastructure and services including everything from roads to policing will increase, but without the benefit of the additional property tax contributions to fund their sustainability and maintenance.



Economic Consequences for City of London (the community):

Attracting new business and companies is vital to long-term health of the local economy of any city and London is no different. It is a very competitive process to attract and retain a vibrant and growing business community.

The ability of a business to convince their employees to move to a new location is a major part of a company's decision matrix. Therefore, the cost and availability of housing is an important factor for those employees is important.

The London Economic Development Corporation (LEDC) touts affordability as one if its key messages to attract new companies to the city. On their website, they describe the local housing market under the banner "Afford More", stating, "In London, you'll enjoy all the benefits of living in a big city without the costs".¹⁶

The London District Construction Association (LDCA), too, understands the impact quality-of-life factors make in the decision of a person and their family to move to London. On its website housing cost and availability are the lead factors in making London their home.¹⁷

If not addressed, the housing supply crisis in London will become a barrier in attracting business to London. London wants and needs the jobs and the economic benefits of new business. We must make sure that housing supply or the lack thereof does not hinder London's economic opportunity and growth.

Specific consequences are:

1. London's job creators will no longer have a competitive advantage in attracting and retaining skilled employees.
 - Prior to the recent drastic increase in population growth and housing demand local businesses could position London as an affordable housing market that provided a variety of housing options throughout the city.
 - The supply of housing has not kept up to meet the new demand that our business community has delivered. We are on the verge of losing our competitive advantage in attracting new talent to London.



London needs skilled labour to insure the growth and sustainability of local businesses. Our competitive advantage to attract and retain a skilled workforce was our ability to promote London as a safe, clean, and affordable City with a lot of the opportunity.

Environmental Consequences:

The lack of supply of housing in London is environmentally harmful. As illustrated in the Smart Prosperity Institute report *The Growth of London Outside London*, the pace of new homes being built outside of London is much greater on a percentage basis than our community¹⁸

The specific environmental consequences include, but are not limited to:

1. People are choosing to live in bedroom communities surrounding London that are within driving distance to London for their work, shopping, entertainment, and recreation. They are choosing to live outside of London because housing supply is more available and often more affordable. There are very limited transit options with no significant service improvements being contemplated soon. As the automobile is the number one contributor to greenhouse gas emissions from individual actions,¹⁹ the impact of the housing crisis on the environment is real, present, and without action, will be exacerbated.
2. The new homes outside of London are not infill projects but ever-expanding greenfield developments. The vast majority are not high density residential but much less intense than what could be built in London. The 2021 Annual Development Report dated February 7, 2022, indicated that a full 50 percent of London's new residential units were apartments and 46.9 percent of new units were built within the Built-Area-Boundary²⁰.
3. The rapid growth of communities surrounding is facilitated by the absorption of agricultural land, reducing local food supply.



PART THREE: OPPORTUNITIES & SOLUTIONS

Opportunities for Leadership:

The results of the housing supply crisis are real and have a direct impact on the City of London and its residents. The City of London is experiencing record growth over the past five years greater than any other city in Ontario.²¹ The desire to live in London whether driven by migration, immigration or international students choosing to make London their home does create challenges for our community.

London is positioned to have a more balanced approach to increased housing supply opportunities within the city limits within an urban growth boundary and within the built-area boundary. We believe this is a much more environmentally sustainable approach to meeting the increasing housing demand.

Fortunately, we believe there are opportunities and potential solutions to meet these challenges and build a better London. The path forward requires an examination of what all three levels of government have to offer and how the City of London can best take advantage of them.

GOVERNMENT OF CANADA

Background:

The federal government recognizes the issue of housing affordability in Canada. It has made it the priority in the recent 2022 Federal Budget.²²

In Chapter 1, *Making Housing More Affordable* there were several initiatives including the creation of the New Housing Accelerator Fund, more flexible infrastructure funding to encourage more home construction, and support of new affordable housing projects funded through the Rapid Housing Initiative administered by CMHC.



FEDERAL GOVERNMENT OPPORTUNITY #1

The City of London identify planning and building process improvement projects, obtain Council endorsement conditional on federal funding through the “New Housing Accelerator Fund” and be ready to start projects as soon as funding is confirmed.

Recommendation: Planning and Economic Development Department, working with the development industry, to identify and detail potential planning process projects that would be eligible for funding. Applications to be developed and submitted by the City with support documentation from industry stakeholders. City and industry stakeholders ensure local Members of Parliament are consulted and briefed throughout the application process.

Timing: Funding is to be available over 5 years, but we recommend that we begin the process immediately to be ready for the first intake of applications.

FEDERAL GOVERNMENT OPPORTUNITY #2

Review future City infrastructure projects and their timing and prioritize those projects that are directly tied to bringing planned residential development to the market sooner. Develop a “shovel ready” approach that would allow the municipality to take advantage of the new flexibility of federal infrastructure funding.

Recommendation: The departments of Planning and Economic Services and Environment and Infrastructure Services of the City working with the industry stakeholders through the GMIS and capital works infrastructure projects to identify projects that would be eligible for federal infrastructure funding. All stakeholders to keep local Members of Parliament informed of any infrastructure applications for the City.

Timing: Begin the review of potential projects immediately and begin to fulfill any requirements to make any application “shovel ready”.

FEDERAL GOVERNMENT OPPORTUNITY #3

Initiate a working group of local Not-For-Housing providers, the local development industry, and the City to identify and prepare any applications for the additional money allocated to London through the Rapid Housing Initiative.

Recommendation: The new money for the program is to be allocated over the next two years it would be important for all stakeholders to work together to expediate any processes that would permit applications to be submitted as



soon as possible. This fund has been traditionally oversubscribed. Keep local Members of Parliament informed of any application and seek their support.

Timing: As soon as possible as this fund is already in existence so the intake of the application process is already in place for the allocation of the new funding.

GOVERNMENT OF ONTARIO

Background:

The provincial government has housing affordability and an increase in housing supply a key goal of their government. Several actions have been designed and implemented to make 1.5 million more homes available in Ontario over the next 10 years. These include:

- The creation of the Ontario Housing Affordability Task Force
- The new \$45 million Streamline Development Fund
- The passing of the More Homes for Everyone legislation

The provincial government has demonstrated their willingness to make change to tackle the housing supply crisis. Now is the time for London to advocate for further actions that will have a direct impact on London's housing supply.

PROVINCIAL GOVERNMENT OPPORTUNITY #1

Continue to advocate for the implementation of the recommendations of the Ontario Housing Affordability Task Force that were not implemented through the recently passed Bill 109: More Homes for Everyone Legislation. These include but are not limited to the following:

- Establish province-wide zoning standards
- Removal of preservation of physical character of neighbourhood legislation
- Removal of floorplate restrictions for more efficient high-density development
- Restore full right of appeal of Official Plans and Municipal Comprehensive Reviews
- Create a province-wide standard of Sub-division standards



- Regulated professional stamp such as a professional engineer be recognized eliminating any further municipal stamp requirements

Recommendation: Industry stakeholders to continue to work together to continue to advocate for priority changes as recommended by the Ontario Housing Affordability Task Force. Collaborate with City staff on recommendations that the development community and the City could both support.

Timing: Advocacy activity to begin after current Provincial election and the Municipal Affairs and Housing Minister has been appointed. Brief local Members of Provincial Parliament on recommendations being made to the Minister and the Ministry.

PROVINCIAL GOVERNMENT OPPORTUNITY #2

Advocate for the creation of planning legislation that would address growth targets, planning tools and planning legislation changes that would recognize the unique opportunities and requirements of urban centers outside the Greater Golden Horseshoe (GGH).

The Provincial government has made several changes to the Planning Act in recent years which have a different impact on urban municipalities outside the GGH. As an example, Section 37 Bonus provisions of the Planning Act which were working in the City of London but will no longer be available as a tool in the Act for the provision of affordable housing as of the end of August of this year.

A second example is the introduction of Inclusionary Zoning (IZ) as a planning tool to provide affordable housing in primary major transit station areas (PMTSA) within a city. The recent study conducted by N. Barry Lyon Consultants for the City of London recommended against the use of IZ in London's PMTSA's as a tool for the creation of affordable housing.²³

In fact, the study showed that the use of IZ could be a disincentive to development in the PMTSA's in London except for Downtown if the application is supported by other incentives including a Community Improvement Plan (CIP) to facilitate development. The conclusion is IZ may be feasible at mass



transit settings such as subway and Go transit stations but not at rapid bus stations.

These are just two examples of changes to the Planning Act and other planning legislation that has different impacts across the province.

Recommendation: We believe there is a need and opportunity to develop and implement planning legislation that can facilitate housing needs and growth in urban communities not part of the GGH. A coalition of other growing urban communities like London, Windsor, Kingston, and Ottawa that are outside the GGH come together to develop an advocacy position to present to the provincial government.

Working with the Coalition and the development industry, the provincial government could develop and implement legislative changes that will support the growth potential of urban centers outside the GGH.

Timing: This is a longer-term project that could be accomplished within one term of provincial government. Discussion on the possibility for legislative change through the creation of a provincial task force to review the opportunities could begin this fall.

THE CORPORATION OF THE CITY OF LONDON

Background:

According to a recent poll of both homeowners and renters conducted by Public Square Research., the housing crisis is the number one issue facing the city. In this same poll, most respondents indicated that the City is most responsible for solving the crisis and “made in London” solutions are needed.²⁴

The City of London has an opportunity to tackle the housing affordability and supply crisis both through policy changes and process changes both in the short and medium term.

In addition, the current process used by municipalities to predict growth rates is an issue as outlined in the *Forecast for Failure* report from the Smart Prosperity Institute in January of this year.

One of the key recommendations:



"Growth plans should be set to population estimates that are higher than forecast to allow for unavoidable errors in forecasting. Just as government budgets typically have contingency buffers to accommodate unplanned events, so too should growth plans."²⁵

The City needs to adopt this approach in its population growth forecasting.

The following recommendations first highlight needed policy reviews that will have a direct impact on the supply of housing and secondly on City Hall planning process improvements that can improve the timing of the development process from concept to building permit.

Below is representative of some of the more critical recommendations but is not an exhaustive list of potential opportunities in tackling the housing supply crisis.

CITY OF LONDON OPPORTUNITY #1

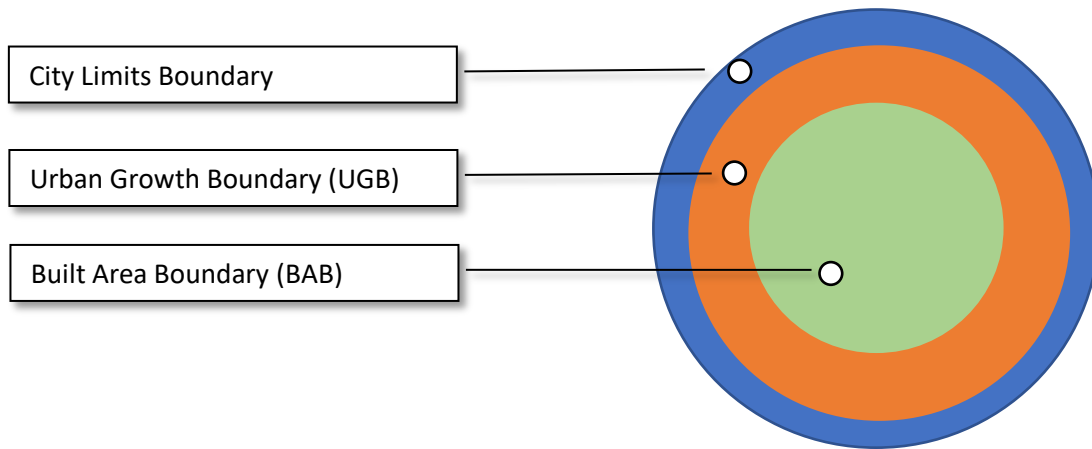
Review the Urban Growth Boundary

The City of London Planning and Economic Development department uses three boundaries in planning of the city.

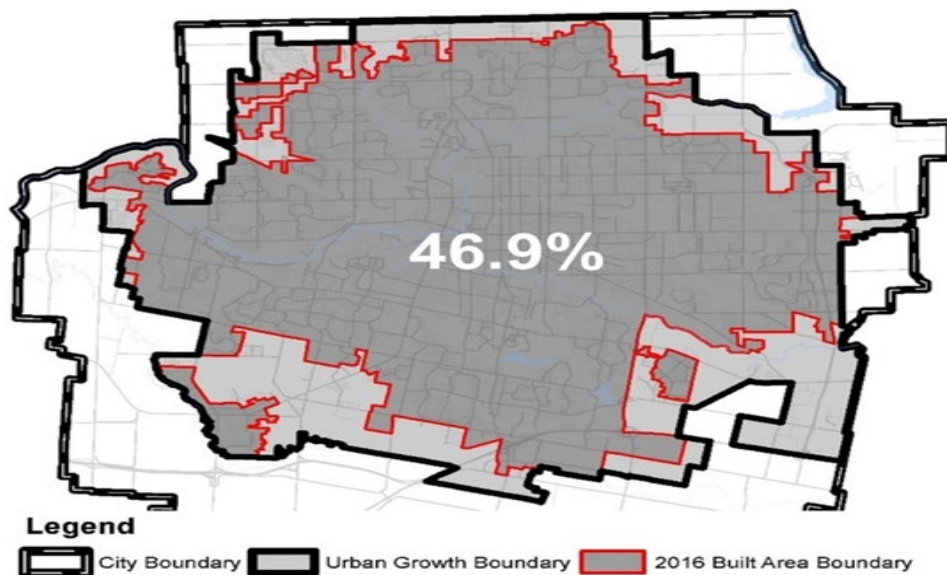
First, there is the legal limits of the City boundary which are the outer limits of the City. Lands outside this boundary line are part of other municipalities and are not part of the City of London.

Secondly, there is an Urban Growth Boundary (UGB) within the city limits. All development must occur within the UGB. The current UGB was established to capture enough land to allow for 20 years of projected growth. The UGB is determined through a comprehensive study of land availability and timing of serviceability including sewer and water and population growth projections. Any recommendations of the UGB must be approved by the province.

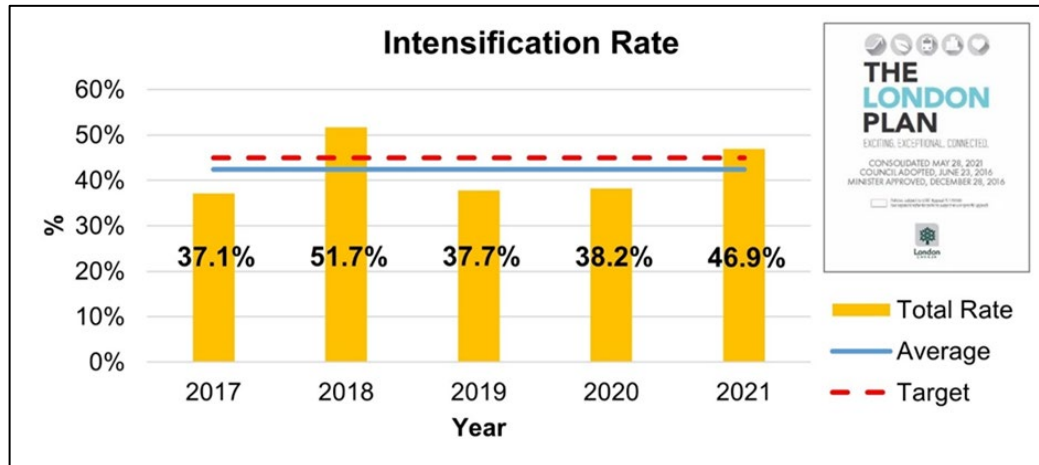
Thirdly, an additional boundary, which is inside the UGB, is the Built Area Boundary (BAB). The BAB represents the edge of development that has already occurred. The land between the BAB and UGB has not yet developed but is greenfield eligible for future development. Of course, as development occurs on the land the BAB should move to capture the area as part of the built area of the city.



The map below shows the 2016 current boundaries as presented to Council on February 7, 2022, in the 2021 Annual Development report.²⁶ The City boundary extends further south and is not captured on this map.



It is important to note that this mapping of the three boundaries is five years old. Development over that time has reduced the amount of greenfield available inside the UGB. The 46.9 percent is the amount of growth that has occurred last year inside the 2016 BAB as illustrated on the following page.²⁷



The City also uses a Growth Management Implementation Strategy (GMIS) to plan for future delivery of infrastructure needed to accommodate the development in a systematic and cost-effective manner.²⁸

Every year the City Planning department reviews, with the affected developers, the potential future timing of developments so underground infrastructure and storm water facilities can be delivered on a “just in time” basis.

The 2023 GMIS Update clearly shows the complete build-out of within the Urban Growth Boundary of the Northwest and West areas within 3 to 5 years. In addition, these predictions are based growth forecasts that are 10 years old and do not reflect the high of growth the city has experienced over the last 5 years.

It is also important to note that as per the 2021 Annual Development Report the Permit Ready Lot calculation shows that the process for sub-division approval is 4 to 5 years.²⁹ This does not include required time to get through the steps of the planning process prior to a sub-division application being submitted.

Realistically it is a 7-to-10-year process from a landowner’s first interaction with the City for a proposed development to the issuance of a building permit. This means that any change to the UGB will not result in a building permit on any new lands for at least 7 years.



Recommendation: The City’s comprehensive study to review the Urban Growth Boundary to commence immediately. We cannot wait for the 10-year statutory review requirement of a new Official Plan which would not be completed until 2026. The study needs to be focused on the issues dealing with the UGB and not be incumbered by any other study or processes. The review should use a 25-year planning horizon to allow for more flexibility in determining land needs. In addition, we would recommend that comprehensive UGB review occur after every census to stay current with applicable growth patterns. As the general appeals of the London Plan have now been resolved the comprehensive study of the UGB can proceed as the land development and intensity targets are now in full force and can be used during the review.

Timing: With the commencement of the study recommendations of any changes to the UGB could be made to Council by mid-2023. Giving the Provincial government a few months to approve any changes and to have a new UGB come into effect January 2024.

CITY OF LONDON OPPORTUNITY #2

Incentives to support residential growth downtown

As identified in the London Plan, the City’s target is to have 45 percent of new development to occur within the Built Area Boundary. The above chart shows that the industry has met or come close to that target over the last 5 years. A significant opportunity to meet this target is the residential intensification of downtown London.

The City needs to review what programs and incentives that are in place now and their success. A review of what other successful communities have done. Our industry believes that there is a tremendous potential for the redevelopment of downtown and we must take advantage of the momentum that has started such as Canada’s Music City UNESCO designation.

The review of the current “downtown boundaries” should also be considered with an option to include a downtown core area and a downtown secondary area that is within a 30-minute walk to the center of the core.



Recommendation: A working group be formed with significant landowners in the downtown area to review the opportunities for redevelopment with a mandate to develop programs and incentives to drive residential growth in downtown.

Timing: A working group of property owners be formed over the summer with a goal to report back to Council by June 2023.

CITY OF LONDON OPPORTUNITY #3

Create a Mayor's Task Force on Housing Affordability & Availability

The Mayor and Council have endorsed a strategy to achieve 3000 affordable housing units to tackle the homelessness and near homelessness issue in London within a 5-year timeframe. This is an ambitious plan that calls on all levels of government as well as all private sector stakeholders to participate and contribute to delivering this much needed housing.

London needs this same level of political leadership to tackle the supply crisis of all Londoners.

We are asking the Mayor and Council to also commit to resolving the supply local housing supply crisis that is affecting attainability of homes in London. The housing supply crisis affects everyone from 1st time buyers and renters to the attraction and retention of skilled labour in support of local business and the welcoming new Canadians who want to make London their home.

Recommendation: A Mayor's task force consisting of political representation, senior municipal staff, and the development/building industry with a mandate to develop an implementable strategy to tackle housing supply crisis.

Timing: Task force could begin meeting over the next few months with a goal to have an approved strategy in place for the next Council's implementation.



CITY OF LONDON OPPORTUNITY #4

Growth-based funding increase for Planning and Economic Development

As previously highlighted in the consequence section of this white paper year the City Treasurer presents the Annual Assessment Growth Allocation report to Council. This report provides recommendations on where to allocate unbudgeted revenue generated by new assessment within the last calendar year.

The cash flow from this new assessment amounts to an average of over \$10 million a year which is allocated to a variety of City services and becomes part of the base budget in perpetuity.

In reviewing the allocations recommended and approved by Council from 2020 to 2022 very little or none of the new money has been allocated to Development Services.³⁰ Just three percent of the new assessment money being allocated to the Development and Economic Services would have meant over one million dollars being reinvested in the Department. As Development and Economic Services is the department whose efforts lead to the generation of this new revenue, we believe it is important to reinvest in this key revenue generating service as you would if you were in the private sector.

Recommendation: We suggest a policy be adopted that a percentage of revenue generated by Planning and Economic Development as presented in the Annual Assessment Growth Allocation be automatically assigned to the department to reinvestment in their services. We would recommend three percent of the annual assessment growth be earned for the department. This average \$300,000 could be used to fund several projects, studies or additional staff that would further improve the revenue generating capacity of the department.

Timing: A City policy be presented and passed in the fall of 2022 and implemented with the 2023 Assessment Growth Allocation report in the Winter of 2023.



CITY OF LONDON OPPORTUNITY #5

Multi-stakeholder working group to address deep affordability issues

The deep housing affordability issues facing the homeless and near homeless are important to the health of our city. Our industry does not have the knowledge and experience to address these issues directly. Our industry does have the development and building expertise to assist the not-for-profit housing providers and the City in the creation of sustainable housing to tackle the deep affordability issue. We also believe that City Council and City staff cannot do this alone.

We do believe it is a city-wide responsibility. As active members in this community our for-profit development industry is willing to participate in working on solutions with partners who are better suited to tackling these issues. Our London industry leaders in the development/building community along with the private sector not-for-profit housing providers need to be at the table as partners with the City. Together, we believe that we can develop improved and implementable opportunities for deep housing affordability and availability for London.

Recommendation: The City form a working group of City staff, not-for profit housing providers and the private sector development community to review and recommend any policy and tools that could be used to facilitate opportunities for the provision of needed deep affordability housing options. Any ideas and solutions coming from this working group could be part of the development of both the new comprehensive zoning by-law and the CIP review.

Timing: It is imperative for this group to begin meeting immediately.





CITY OF LONDON OPPORTUNITY #6

Fast track completion of the Permit Ready Lot Program

Opportunity: The City has embarked on developing a planning tool referred to as the Permit Ready Lot (PRL) program to track the projected supply of lots over a one-to-three-year timeframe. This strategy was initiated as an opportunity to support the City and the local development industry in decision making to ensure building lot availability stays strong and avoids any lot supply scarcity which has occurred in London in the past. The development of the PRL matrix has been under discussion with the industry and needs to finalize the programs performance measures and agreed upon targets.³¹

Working Group Categories, Timing and Definitions

Category	Subdivision Approval Process	Time in Years ¹	Definition
Unknown	No Application	4	Developable Land
Future Opportunity (FO)	Under Review	3	under review and draft approved subdivisions; site plan consultation
	Draft Approved	2.5	
On the Market (MO)	Subdivision Agreement	1	subdivision agreement and final approval without clearance; site plan application
	Final Approval Clearance not Granted	1.0 - 0.1	
Permit Ready (PRL)	Final Approval Clearance Granted	Today	Final approval granted; site plan agreement in place

¹ "Time in Years" reflects the amount of time anticipated before Permit Ready Lots are available.

Recommendation: The City in consultation with the development industry complete the PRL program matrix with performance measures and lot number targets. The performance measurements should be understandable to all stakeholders including Council. PRL targets should represent a minimum 3-year supply and should not just reflect the status quo but reflect anticipated demand growth. As an example, the actual average MDR permit ready lot production has been just over 830 per year for the last 5 years. A three-year goal of 2600 of PRL in the queue is just not good enough. The targets need to reflect growth and have the flexibility to be achievable. The target goal should



identify twice or three times the actual lot average that has been realized over a five-year period. In the MDR example the 3-year target should be 5000 to 7000 PRL. We recognize that it is not just the City's responsibility to accomplish these goals, but the development industry must also be proactive in bringing development applications forward to achieve the PRL targets.

Timing: Immediately restart the discussions to complete the PRL program matrix and set targets going forward.

CITY OF LONDON OPPORTUNITY #7

Development industry to be full participants in the ReThink Zoning Process

A more flexible and adoptable zoning by-law should lead to fewer zoning by-law amendments (ZBA). The reduction in the use of the ZBA planning tool will be beneficial for both the proponent of a development application as well as City staff. If the new zoning by-law is done right the lengthy and costly ZBA process will not be required of the developer and valuable City staff time will be available to improve the timeliness of other applications.

A new comprehensive zoning by-law also can create a positive environment to encourage intensification and in-fill opportunities within the BAB. The by-law may not be able to overcome the challenges of new development in established neighbourhoods but can provide the flexibility to encourage and support higher intensification.

Recommendation: We want to confirm that we will be full participants in the current ReThink Zoning process to develop a more flexible zoning by-law. This is an opportunity to create a zoning by-law that accomplishes several policy items that can improve the application process and encourage intensification and infill development.

Timing: The ReThink zoning process has begun but needs to be intensified now the London Plan is in place.



CITY OF LONDON OPPORTUNITY #8

Recommendations for the City to Improve the Approvals Process

Opportunity: The following are a series of recommendations we believe would improve the City's planning processes. The recommendations are to assist in the improved efficiency and management of the application approval process. We appreciate the return of staff to the office as it will improve efficiency as we have experienced in our member's organizations. We are also appreciative of the actions currently underway dealing with improvement to the site-plan approval process and the delegated authority of holding provisions.

The chart below is from the 2021 Annual Development Report of the City. It is not meeting the required statutory timeframes for application decisions in many of the categories of planning applications.³²

2019-2021 Applications Received and Processed within Planning Act Timeframes

Application Type	2019			2020			2021		
	Applications Received	Statutory Period (Days)**	%*	Applications Received	Statutory Period (Days)	%*	Applications Received	Statutory Period (Days)	%*
OPA and ZBA	19	210/120	89%	16	120	56%	24	120	58%
Zoning By-law Amendment (ZBA)	41	150/90	88%	27	90	56%	38	90	24%
Temporary Use	3	150/90	100%	2	90	100%	3	90	33%
Removal of Holding Provision	36	150/90	94%	31	90	58%	37	90	78%
Draft Plan of Subdivision	2	180/120	0%	3	120	33%	8	120	50%
Draft Plan of Condominium	17	180/120	88%	14	120	93%	21	120	67%
Condominium Conversion Plans	2	180/120	100%	0	120	0%	1	120	100%
Consent	58	90	53%	38	90	61%	43	90	74%
Minor Variance	143	30	5%	142	30	24%	170	30	12%
Site Plan	117	30	71%	113	30	86%	120	30	65%
TOTAL APPLICATIONS	438	-	-	386	-	-	465	-	-
Pre-Application Consultations	124	n/a	n/a	118	n/a	n/a	138	n/a	n/a
Site Plan Consultations	192	n/a	n/a	162	n/a	n/a	212	n/a	n/a
GRAND TOTAL	754	-	-	666	-	-	815	-	-

* % of applications considered by Planning and Environment Committee within Planning Act Timeframe

* % Includes applications put on hold at the request of the applicant

** Revised Bill 108 Statutory Periods came into force on September 3rd 2019

A Series of Recommendations to Improve the Approvals Process

We are committed to working closely with the City, through working groups, and other consultation methods to improve the development application process. Below are a series of recommendations that we hope the City takes responsibility for. We submit them as our industry is fully prepared to participate in developing solutions as an active partner.



Recommendation 1

Development of an Accountability tracking system for individual applications.

A barcode system needs to be developed to allow both the proponent and city management to track an application through the approval process. The tracking tool should capture the deadline dates for an application, who is responsible for each stage, where the file is currently in real time and the expected dates for Committee and Council approval if required. If a parcel can be tracked in real time by a customer all over the world, we are confident this can be done in the application process. This tool would not only be useful for the proponent of the application but also important data for management and Council reporting.

Timing: Would like to see this implemented for applications submitted starting in 2023. Funds from the Streamlining Development Approval Fund could be used for any software/hardware requirements and training.

Recommendation 2

Review of the File Management/Complete Application process for sub-divisions.

This process was created in the late 2000's with the view to expediate the sub-division application process. It is time for it to be reviewed as the process has become very cumbersome and difficult to achieve approvals in the prescribed timelines. Streamlining the requirements of sub-division applications and moving pre-approval requirements to other parts of the planning process need to be reviewed.

Timing: Similar to the site-plan process review recently approved by Council, a review should be initiated on the File Management process for sub-division applications.

Recommendation 3

Improved Consultants' reports requirements for complete application clearance.

Our members report that applications are often slowed down because of required resubmissions from one or more consultants working on behalf of an application's proponent. The developer relies on several consultants to study



and report, as part of the application process, on a variety of issues from ecology to engineering. The developer also wants to avoid resubmission as this costs time and money. A clearer robust “checklist” of what is expected up front will allow the developer to better manage his consulting team and reduce the number of re-submissions.

Timing: A report from the development industry working with the consultant industry could be presented to staff this fall on the issue with potential solutions for City consideration. Any changes could be implemented in the beginning of 2023.

Recommendation 4

Enforce prescribed circulation deadlines for comments on applications from third parties.

In addition, complete the MOU with the UTRCA as presented at the Planning and Environment Committee of Council on June 21, 2021. This memo of understanding defined the responsibilities regarding development applications and their circulation. This MOU would be a good first step in improving this application circulation process.

Timing: Should be implemented immediately.

Recommendation 5

Review the options to improve and expand the use of electronic application submissions.

There is technology available for improved electronic application submissions to improve the process.

Timing: Review of software available and experiences in other municipalities should commence as funds are available.



London: A Place to Call Home
A whitepaper on solutions to our housing crisis, June 2022



Conclusion:

It is certain that the City of London is facing a housing supply crisis. This crisis of affordability and availability of homes are two of the top issues concerning the residents of London. There are consequences that are not good for the viability of the City of London.

The good news, however, is there are opportunities to confront this crisis.

Of course, there is not a magic solution but working together the development/building industry, the community, and the City, we can find and implement mutually beneficial ideas and solutions that will build a better London.

Respectfully submitted,

London Development Institute

London Home Builders' Association

June 2022





GLOSSARY OF TERMS & ACRONYMS	
Annual Assessment Growth Allocation	City Treasurer report to Council on property tax revenues that were received by the City in a calendar year but not accounted for in the multi-year budget. It includes recommendations on where to spend this new revenue.
Annual Development Report	Deputy City Manager's report on previous year's real property development activity in the City of London. Data is generated by the Planning and Economic Services Department.
Bill 109	Province of Ontario Legislation entitled <i>More Homes for Everyone Act</i> passed April 14, 2022
Bonusing	Section 37 of the Planning Act gave a municipality the opportunity to "bonus" a development application with more intensification in exchange for a community benefit including affordable housing units. The "bonusing" tool is being removed from the Planning Act in September 2022
Built Area Boundary	Land area within London where development has already occurred within the Urban Growth Boundary as of 2016
CHMC	Canadian Mortgage & Housing Corporation. Its mandate is to promote housing affordability and choice, facilitate access to, and competition and efficiency in the provision of, housing finance, protect the availability of adequate funding for housing at low cost, and generally contribute to the well-being of the housing sector in the national economy.
City	The Corporation of the City of London Ontario
city	Where people live in London



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City Limits Boundary	The legal boundary that defines the land that constitutes the outer limits of the City of London
Community Improvement Plan (CIP)	A planning tool to provide financial or other supports from a municipality to encourage and foster desirable change in a defined area. An example, a Heritage CIP may provide financial incentives to owners of a heritage building to fix and maintain its heritage characteristics.
Deep Affordability	A commonly used term to identify the housing needs of those on the affordability scale that are harder to serve often do to mental or addiction issues and often find themselves homeless or near homeless.
Development and Economic Services	City of London Department that manages the planning and building processes and activity within the city.
Exclusionary Zoning (EZ)	Zoning by-laws that prohibit modest forms of intensification such as triplexes and small apartments in single family housing zoning.
File Management/Complete Application process	City application process to manage development application progress
GGH	Greater Golden Horseshoe (from Oshawa to Niagara Falls)
GMIS	Growth Management Implementation Strategy. City of London planning tool to match infrastructure and development applications
GTA	Greater Toronto Area
Inclusionary Zoning (IZ)	A zoning tool that allows municipalities to require affordable housing units to be provided in new residential developments



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Intensification Rate	Rate of growth within the Built Area Boundary
LDCA	London District Construction Association
LDI	London Development Institute
LEDC	London Economic Development Corporation
LHBA	London Home Builders Association
LSTAR	London and St Thomas Area Realtors
MDR permit ready lot production	Medium Density Residential allows for townhouse and low-rise walk-up and apartment building development.
MOU	Memorandum of Understanding
Municipal Comprehensive Review	Planning Act process requirement for municipalities to review land use policies including official plans and urban growth boundary at the time of their potential update
Official Plan	Overall land use plan required and approved by the province to guide the development by type and location within a municipality
Ontario Housing Affordability Task Force	Province of Ontario task force mandated to review and report on potential solutions to the housing crisis in Ontario
Permit Ready Lot	City of London planning and development tool to insure a 3-year supply of lots being ready for building permit issuance to meet growth demand
Planning and Environment Committee	Standing Committee of Council responsible for the review of development applications
PMTSA	Primary Major Transit Station Area



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ReThink Zoning Process	City initiated process to update current Zoning By-law to reflect changes made by the London Plan
Streamline Development Fund	Province of Ontario funding program for municipalities to improve their local development application processes
The Planning Act	Province of Ontario legislation regulating all planning and development activity in the province
Urban Growth Boundary	Boundary within the city limits of London beyond which development cannot occur
UTRCA	Upper Thames River Conservation Authority
ZBA	Zoning By-law amendment



End Notes

¹ News release, Municipal Affairs & Housing, February 8, 2022, *Ontario Publishes Housing Affordability Task Force Report*, <https://news.ontario.ca/en/release/1001556/ontario-publishes-housing-affordability-task-force-report>

² *London Ontario Housing Crisis* public poll results, April 2022, Public Square Research, poll of 600 London residents (homeowners and renters)

³ *2022 Budget*, Government of Canada, Chapter 1, Making Housing More Affordable, Pg. 33

⁴ 2022 Report of Ontario Housing Task Force, Letter to Minister Clark, Pg. 3

⁵ *The Growth of London Outside of London*, March 2022, Smart Prosperity Institute, Conclusions and Final Thoughts, page 49

⁶ Ibid, page iii

⁷ LSTAR Monthly Sales activity reports as published on the LSTAR website www.lstar.ca

⁸ Courtesy of the London and St. Thomas Association of REALTORS®, April 2022 MLS® Statistics

⁹ *London Ontario Housing Crisis*, public poll results, April 2022, Public Square Research Inc.

¹⁰ Ibid

¹¹ Craig Cooper, Director, Housing Stability Services, Social and Health Development, City of London

¹² Julie Ryan, Community Engagement Coordinator, Indwell

¹³ 2018- 2022 City of London Multi-Year Budget, Pg.5

¹⁴ *2018 to 2022 Annual Assessment Growth Funding Allocation* reports: City of London, Strategic Priorities and Policy Committee, March 8, 2022; March 9, 2021; June 2020; March 19, 2019; February 12, 2018

¹⁵ *The Growth of London Outside of London*, March 2022, Smart Prosperity Institute, Conclusions and Final Thoughts. Pg. 49

¹⁶ London Economic Development Corporation, www.ledc.ca, “Why London” section, “Living in London”

¹⁷ London District Construction Association, www.ldca.on.ca, “London” section, “Live” page

¹⁸ *The Growth of London Outside of London*, March 2022, Smart Prosperity Institute, Conclusions and Final Thoughts. Pg. 49



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¹⁹ Greenhouse Gas Emissions; Canadian Environmental Sustainability Indicators, April 2022, Environment and Climate Change Canada, Pg. 10-11

²⁰ Rental.ca, *April 2022 Rent Report*, Municipal Rental Rates Section, “Average Rent and Annual Change in Average Rent for all Property Types, Select Municipalities”, March 2022 chart

²¹ Canadian Census of Population, Statistics Canada, February 9, 2022, Canada’s fastest growing and decreasing municipalities from 2016 to 2021, Table 3

²² *2022 Budget*, Government of Canada, Chapter 1, Making Housing More Affordable, Pg. 33

²³ Inclusionary Zoning Assessment Report: Preliminary Findings and Direction, N. Barry Lyon Consultants, City of London Planning and Environment Committee, Inclusionary Zoning Project Update, Appendix C., February 7, 2022 meeting

²⁴ *London Ontario Housing Crisis* public poll results, April 2022, Public Square Research

²⁵ *Forecast for Failure*, January 2022, Smart Prosperity Institute, Conclusions and Recommendations. Recommendation 2. Pg. 61. Full report <https://institute.smartprosperity.ca/publications/forecast-for-failure>

²⁶ *2021 Annual Development Report*, City of London, February 7, 2022, Planning and Environment Committee

²⁷ Ibid

²⁸ Ibid

²⁹ *2023 GMIS Update Report*, City of London Strategic Priorities and Policy Committee, June 7, 2022

³⁰ *2021 Annual Development Report*, City of London, February 7, 2022, Planning and Environment Committee

³¹ *2018 to 2022 Annual Assessment Growth Funding Allocation* reports: City of London, Strategic Priorities and Policy Committee, March 8, 2022; March 9, 2021; June 2020; March 19, 2019; February 12, 2018

³² *2021 Annual Development Report*, City of London, February 7, 2022, Planning and Environment Committee