

Agenda Including Addeds

Strategic Priorities and Policy Committee

11th Meeting of the Strategic Priorities and Policy Committee

July 27, 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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Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Subject: London Community Grants Program Innovation and Capital Funding Allocations (2022)

Date: July 27, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the report dated July 27, 2022, titled “London Community Grants Program Innovation and Capital Funding Allocations (2022)”, **BE RECEIVED** for information.

Executive Summary

This report presents the 2022 allocations for the Innovation and Capital granting stream of the London Community Grants Program. It outlines the total number of applications received, promotional and awareness efforts, and an overview of the applications supported by the Community Review Panel for funding.

Linkage to the Corporate Strategic Plan

The London Community Grants Program is aligned with two strategic areas of focus, as presented in the City of London Strategic Plan 2019-2023.

- Strengthening Our Community under the outcome Londoners are engaged and have a sense of belonging in their neighbourhoods and community.
- Creating a Safe London for Women and Girls under the outcome London has enhanced the potential for women and girls to live safe lives.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [London Community Grants Program Innovation and Capital Funding Allocations](#) (June 23, 2021)
- [London Community Grants Program Policy Update](#) (January 26, 2021)
- [London Community Grants Program Allocations](#) (November 25, 2019)
- [London Community Grants Policy Update](#) (April 8, 2019)
- [London Community Grants Program: 2017 Annual Report & 2018 Innovation and Capital Stream Outcomes and Sustainability Plans](#) (March 26, 2018)
- [London Community Grants Program Innovation & Capital Funding Allocations](#) (September 17, 2018)
- [London Community Grants Program Innovation & Capital Funding Allocations](#) (September 18, 2017)

2.0 Discussion and Considerations

2.1 Background and Purpose

The London Community Grants Program (LCGP) provides funding for programs and initiatives that align with the City of London's Strategic Plan or through Council-directed emerging priorities.

In March of 2022, the application process for the annual Innovation and Capital Stream of the LCGP was launched. This stream provides \$495,954 to London based not-for-profit organizations and groups.

The open call for applications was promoted through community networks, media, and notifications to previous applicants. Civic Administration offered three virtual information sessions and provided one-to-one support for organizations as needed.

A total of 21 applications (11 Innovation and 10 Capital) were received, with requests totalling more than \$4M. The Community Review Panel (CRP) supported funding 10 of the applications received, three Innovation and seven Capital. One of the CRP's supported Capital applications will be referred to the 2023 Annual Budget Update for consideration by Council.

Of the nine projects supported by the CRP for 2022 Innovation and Capital stream funding:

- 57.2% of the total budget was allocated toward projects that the Community Review Panel agreed advance anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion, and equity; and,
- Five of the nine funded recipients had not been previously funded through the LCGP.

See Appendix A attached for allocation details.

The CRP referred one 2022 Capital project request in excess of the available budget to the budget process as per the London Community Grants Policy. London Humane Society submitted an application in the amount of \$3M to support the development a new comprehensive Animal Campus. The request would contribute to an overall estimated capital cost of \$21M.

As per the London Community Grants Policy, section 4.5 c) i, on the recommendation of the Community Review Panel, a business case will be submitted to the 2023 Annual Budget Update for consideration by Council.

Members of the Community Review Panel will remain anonymous until all funding decisions have been made at the end of the 2023 application review process, prior to the next Multi-Year Grant funding cycle.

4.0 Next Steps

Civic Administration will work with all successful applicants to create and sign grant agreements for funding to be released as soon as agreements are signed by both parties. Through the formal grant agreement, financial and outcome reporting expectations are clearly outlined.

5.0 Financial Impact/Considerations

Annual funding to support the London Community Grants Program exists in the Neighbourhood and Community-Wide Services base budget. Through the 2020-2023 Multi-Year budget process, \$495,954 was allocated to the Innovation and Capital Stream.

Conclusion

The London Community Grants Program is an investment in community, providing not-for-profit organizations and groups with opportunities to strengthen neighbourhoods and build the health and well-being of local communities in alignment with the City of London's Strategic Plan and Council-directed emerging priorities.

Civic Administration is committed to ongoing action to reduce barriers and build a more inclusive, responsive, and impactful London Community Grants Program.

Prepared by:	Elizabeth Gough, Specialist II, Municipal Policy
	Janice Walter, Manager, Community Grants
Submitted by:	Kristen Pawelec, Director, Community Development and Grants
Recommended by:	Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

- c. Anna Lisa Barbon, Deputy City Manager, Finance Supports
Kyle Murray, Director, Financial Planning and Business Supports

LONDON COMMUNITY GRANTS PROGRAM 2022 INNOVATION & CAPITAL FUNDING ALLOCATIONS

APPENDIX A

Legend

Building a Sustainable City (BSC)	Creating a Safe London for Women and Girls (CSL)
Strengthening Our Community (SOC)	Anti-Racism, Anti-Oppression, Equity, and Inclusion Projects (ARAO)
Growing Our Economy (GOE)	

CAPITAL						
Organization / Project Description	BSC	SOC	GOE	CSL	ARAO	Total
John Howard Society of London and District (Enhancing Productivity and Confidentiality Project) <ul style="list-style-type: none">Funding will support the installation of soundproof ceiling tiles and drywall in offices and meeting areas to provide greater access to confidential environments for clients and increasing volunteer and community engagement opportunities.	✓					\$14,411
ReForest London (Opening New Doors: Expanding Capacity at Westminster Ponds Centre) <ul style="list-style-type: none">Funding will support renovations to the Bruce and Peth Pavilions, increasing program and accessible space for additional community workshops, presentations, and volunteer training. The project will also set the foundation for a new dedicated space for urban forestry programming and ReForest London operations at the Westminster Ponds Centre.	✓					\$99,000
Siku Hall Arts Centre (Capacity Growth Project) <ul style="list-style-type: none">Funding will support the installation of exterior steel framed doors, security cameras, and upgraded accessible washrooms.		✓			✓	\$90,000
The Reimagine Institute for Community Sustainability (Program Space Renovation) <ul style="list-style-type: none">Funding will support renovations to the community hub and education space at Reimagine Co. which houses the Thing Library, environmental education, and Food Equity London programs adjacent to the Reimagine Co. package-free grocery store.	✓					\$24,500

CAPITAL						
Organization / Project Description	BSC	SOC	GOE	CSL	ARAO	Total
Urban Roots London (Processing and Storage Infrastructure) <ul style="list-style-type: none"> Funding will support the purchase and retrofitting of a shipping container for a new processing facility with distinct cold storage sections and upgrades to the urban farm utility infrastructure (hydro and water). 		✓				\$34,600
YMCA of Southwestern Ontario (Centre Branch Gymnasium Refurbishment) <ul style="list-style-type: none"> Funding will support renovations to the gym floor providing a safe and accessible program space for numerous sport and recreational programs and expanded availability to other organizations. 		✓				\$40,000
INNOVATION						
Across Languages Translation and Interpretation Service (InterSight: Reinventing our Multilingual Community) <ul style="list-style-type: none"> Funding will support the development of an application that connects local InterSight interpreters virtually to clients engaging with emergency doctors, police officers, shelter and outreach workers, and mental health professionals. 		✓			✓	\$75,400
CENTRE COMMUNAUTAIRE REGIONAL DE LONDON (City of London Francophone Ethnocultural Activities) <ul style="list-style-type: none"> Funding will support Francophone Ethnocultural programs and access to community activities and services to assist local newcomers integrate into the London community. 		✓			✓	\$68,043
The London Coordinating Committee to End Woman Abuse , hosted by Anova (The Safe Haven Project) <ul style="list-style-type: none"> Funding will support a trauma and violence-informed training and support program for existing and non-traditional landlords, building awareness of the unique barriers faced by women escaping violence. The funding will also aim to increase safe and quality housing for women through relationship building with traditional and non-traditional landlords. 				✓	✓	\$50,000

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Anna Lisa Barbon
Deputy City Manager, Finance Supports
Kelly J. Scherr
Deputy City Manager, Environment & Infrastructure

Subject: Investing in Canada Infrastructure Program Public Transit Stream (ICIP-PTS) – London Transit Commission Highbury Avenue Facility

Date: July 27, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports and the Deputy City Manager, Environment and Infrastructure Civic Administration **BE DIRECTED** to work with London Transit Commission staff to develop a joint application to the Investing in Canada Infrastructure Program Public Transit Stream (ICIP-PTS) for a new LTC facility on Highbury Avenue to accommodate transit service growth and the conversion of the LTC fleet to zero-emission buses.

Executive Summary

The Investing in Canada Infrastructure Program Public Transit Stream (ICIP-PTS) uses a cost-sharing formula of 40% Federal-33% Provincial-27% Municipal dollars to fund capital projects that:

- Improve the capacity of public transit infrastructure;
- Improve the quality and/or safety of existing or future transit systems;
- Improve access to a public transit system; and,
- Improve capacity and/or quality of pathways and/or active transportation.

After the submission of an initial ten projects in March of 2019 and the subsequent submission of a suite of active transportation projects in January of 2022, London has \$119.3 million in remaining allocated Federal and Provincial funding available, which allows for the delivery of at least \$163.4 million in capital works based on the contribution formula. This \$119.3 million in ICIP-PTS has been associated with two growth projects in the City's ten-year capital plan – the North and West corridors of rapid transit – however neither project has been submitted to the ICIP-PTS program for approval and, thus, the Federal and Provincial funding remains available for use on alternative projects.

In July of 2020, staff recommended reserving to London's remaining \$119.3 million ICIP-PTS allocation to fund future eligible projects, which were expected to arise from London Transit Commission (LTC) capital plans and the then-pending Mobility Master Plan (MMP). At that time, the MMP was expected to be sufficiently complete in the late 2023 as to inform a submission to ICIP-PTS prior to the March 2024 application deadline.

The Federal Budget 2022 released this past April made changes to the previous schedules for both the submission and completion of projects under the ICIP-PTS program. The previous submission deadline of March 28, 2024 was accelerated to March 31, 2023, while the deadline for project completion was extended from October 2027 to October 2033. On July 11, 2022, the Ontario Ministry of Transportation indicated that municipalities with unspent funds must provide notice of their intended project(s) to the Ministry by July 29, 2022 and that final applications must be made to

the Province of Ontario by November 30, 2022 to allow for provincial review prior to the March 31, 2023 federal deadline.

Since the Federal Budget 2022 changes were announced in April, Civic Administration and LTC staff have been working collaboratively to ensure that London's remaining ICIP-PTS allocation is directed to an eligible project or projects that advance Council and Commission priorities related to transit and can proceed in the context of the new deadlines.

The electrification of LTC's fleet has been identified as a priority for Council which, on February 12, 2020, directed staff to work with LTC and other levels of government to identify funding sources for the conversion to a zero emissions fleet as soon as possible. While the February 2020 motion required that funding for the conversion of the LTC fleet to zero emission vehicles not occur at the expense of future transit improvements in north and west London, the accelerated submission deadline precludes the identification of new projects to serve these areas through the MMP.

While the accelerated application deadline puts the ICIP-PTS schedule out of alignment with the schedule for the MMP, the significantly extended construction deadline and the recent completion of the plan to convert LTC's fleet to zero-emission vehicles allow for the consideration of an important project to advance the February 2020 direction from Council. LTC's current Highbury Avenue facility is at the end of its useful life and needs to be replaced to support service growth, regardless of the types of buses that comprise the LTC fleet. With a transition to battery electric buses (BEBs) pending, however, this project is integral to the successful conversion of the LTC fleet from diesel.

A 2019 LTC facilities study concluded that the construction of a new headquarters at the current site was the most cost-effective option, however, that study did not consider the implications of a zero-emission bus fleet. LTC has since undertaken its Zero Emission Bus Fleet Implementation and Rollout Plan which provided details with respect to the additional infrastructure requirements that will be required at the Highbury Avenue facility in order to service and maintain zero-emission buses. An update to the facility study to incorporate these additional requirements is currently underway at LTC.

The Highbury Avenue facility project would have been considered as part of a future report to Council, along with in-road capital projects arising from the MMP. With the information from the 2019 and 2022 LTC studies and the changes to the ICIP-PTS project application and completion deadlines, however, the new Highbury Avenue transit facility becomes both City and LTC staff's recommended project to invest the remaining ICIP-PTS funds to support current transit operations, service growth and fleet electrification.

Future investment in important transit corridors is not precluded by this decision. The new LTC facility is critical to being able to effectively operate the growing system, including new transit service throughout the community. The MMP will include a financial plan that supports budgeting at the City and LTC, the appropriate allocation of growth costs to development charges and ensure readiness to participate in future Federal and Provincial funding programs.

Linkage to the Corporate Strategic Plan

The following report supports the 2019–2023 Strategic Plan through the strategic focus areas of Building a Sustainable City, Growing Our Economy and Leading in Customer Service by contributing to improved mobility options with a focus on climate change mitigation and adaptation. This funding program and report recommendation promotes projects that create an efficient, inclusive, and connected transportation network, while taking advantage of external funding sources to reduce the financial impacts in London.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Civic Works Committee – March 14, 2019 – History of London's Rapid Transit Initiative
- Strategic Priorities and Policy Committee – March 20, 2019 – ICIP Public Transit Stream Transportation Projects List for Consideration
- Strategic Priorities and Policy Committee – October 28, 2019 – ICIP Public Transit Stream Approved Projects
- Civic Works Committee – March 30, 2021 – ICIP Public Transit Stream Approval of Transfer Payment Agreement
- Civic Works Committee – Investing in Canada Infrastructure Program: Public Transit Stream Intake 3 – January 11, 2022

1.2 Overview of the ICIP-PTS in London

The ICIP is an infrastructure program designed to create long-term economic growth, build inclusive, sustainable and resilient communities, and support a low-carbon economy. Investments in infrastructure are being made through targeted funding streams. The Public Transit Stream funds projects that improve the capacity, quality, safety and access to public transit infrastructure. This program was originally called the Public Transit Infrastructure Stream (PTIS) and was subsequently renamed the Public Transit Stream (PTS). The City of London received a provision of \$375.6 million from the ICIP-PTS program which provides funding based on a cost-sharing formula of 40% Federal-33% Provincial-27% Municipal dollars to capital projects that:

- Improve the capacity of public transit infrastructure;
- Improve the quality and/or safety of existing or future transit systems;
- Improve access to a public transit system; and,
- Improve capacity and/or quality of pathways and/or active transportation.

In March 2019, Council approved ten public transit and active transportation infrastructure projects for submission for funding consideration under the ICIP-PTS program:

- Downtown Loop;
- East London Link;
- Wellington Gateway;
- Expansion Buses;
- Bus Stop Amenities;
- Intelligent Traffic Signals;
- Adelaide Street Underpass Active Transportation Connections;
- Dundas Place Thames Valley Parkway Active Transportation Connection;
- Dundas Street Old East Village Streetscape Improvements; and,
- Oxford Street / Wharncliffe Road Intersection Improvements.

On June 25, 2019, the Province pledged \$103.2 million for these projects and on August 23, 2019, the Government of Canada announced \$123.8 million in funding. The City of London contribution was \$79.9 million.

After this process, London had an available total allocation of \$148.6 million in funding. \$119.3 million of the remaining funding has been associated with the planned North and West corridors of the rapid transit system, however those projects have not been submitted to ICIP-PTS. The remaining \$29.3 million was not associated with a specific project.

At the July 21, 2020 Council meeting, decisions related to the \$119.3 million were deferred until the MMP could be completed in late 2023. The North and West rapid

transit corridor growth capital projects remain in the City's 10-year capital plan in accordance with the Council-approved Transportation Master Plan and Development Charges Background Study, with the expectation those projects would be revised to reflect the MMP at its conclusion.

Early ICIP-PTS program requirements only provided funding for active transportation projects on the basis of their role in supporting transit services. Later updates to the program added a new category of funding eligibility for projects that independently improve the capacity and/or quality of pathways and/or active transportation infrastructure. As a result of this change, on January 25, 2022, Council approved the submission of a suite of active transportation projects that would use the \$29.3 million in unallocated ICIP-PTS funding to deliver \$40 million in active transportation investments. These project applications were submitted earlier this year and await response from the program administrators.

London currently has \$119.3 million in ICIP-PTS funding reserved for future investment in eligible projects, which allows for the delivery of \$163.4 million in total capital works. City and LTC staff intended to provide Council with a recommended suite of projects to use the remaining allocation by November of 2023. The projects were expected to be identified from both the Mobility Master Plan and LTC's facility and fleet planning efforts, which are both required to enhance transit in London

2.0 Discussion and Considerations

2.1 2022 Program Schedule Updates

Prior to April of 2022, the ICIP-PTS program required municipalities to submit projects by March 28, 2024 and complete their construction by October of 2027. On that basis, City staff had initially intended to use both the results of LTC's planning work related to its fleet and facility needs and the Mobility Master Plan to identify capital projects for submission to ICIP-PTS in late 2023 and use the remaining \$119.3 million in London's funding allocation.

The Federal Budget released on April 7, 2022 made changes to the previous schedule for both the submission and completion of projects under the ICIP-PTS program. The previous submission deadline of March 28, 2024 was accelerated to March 31, 2023, while the deadline for project completion was extended from October 2027 to October 2033.

Since that time, City and LTC staff have been working collaboratively to ensure that London's remaining ICIP-PTS allocation is directed to an eligible project or projects that advance Council and Commission priorities related to transit, transit electrification and can proceed in the context of the new deadlines. While the new application deadline precludes submitting projects from the MMP, the extended construction deadline and the recent completion of LTC's Zero Emission Bus Fleet Implementation and Rollout Plan creates the opportunity to fund a necessary transit project with London's remaining allocation: a new LTC transit facility to support both service growth and fleet electrification.

On July 11, 2022, the Ontario Ministry of Transportation notified municipalities with unspent ICIP-PTS funds that they must provide an indication of their intent to use their remaining funds and a list of projects by July 29, 2022 and that final applications must be made via the Province by November 30, 2022. Civic Administration are investigating if a short extension to the Provincial submission deadline is possible to accommodate the current Committee and Council meeting schedule. If not, the updated schedule can be met, but will likely require special meetings of the Strategic Priorities and Policy Committee and Council to approve the submission of the business case in November.

2.2 The Mobility Master Plan

The City of London manages a transportation network that provides for the movement

of people and goods. This is done with a focus on equity, the environment and the economy. The system provides opportunity for the main mobility modes – walking, cycling, transit, movement with mobility devices and motorized vehicle movement. Future mobility planning is both necessary and prudent considering that London’s population is anticipated to grow between 66,000 and 139,000 people over the next 20 years. As well, master planning forms the basis for capital plans and policies and is often required to support applications to senior government infrastructure funding programs and allocate appropriate costs to development.

This approximately \$1.1 million comprehensive planning process that is underway will create a new integrated Mobility Master Plan that builds on the current Smart Moves London 2030 Transportation Master Plan and the London ON Bikes Cycling Master Plan and identifies the policy framework, infrastructure programs and supportive programs with a 25-year horizon. The plan is being created using a thorough consultation process, technical analyses, and in consideration of The London Plan, Council’s Strategic Plan and associated initiatives, such as the Climate Emergency Action Plan, Safe City for Women and Girls, and the City’s commitments to community diversity, accessibility and inclusion.

The MMP will be close to its conclusion by late 2023 and would have been sufficiently advanced as to recommend projects to Council for submission to ICIP-PTS based on the original March 28, 2024 deadline. It is not possible, however, to accelerate it in order to meet the November 30, 2022 ICIP-PTS application deadline to the Province.

The MMP is being done differently than its precursor plans, the Smart Moves 2030 Transportation Master Plan and London ON Bikes Cycling Master Plan. It is London’s first fully integrated multi-modal transportation plan, with equity and accessibility being built into all aspects of the plan and its development. While not forgoing the standard level of engineering and financial rigour needed to build a robust plan for London’s future mobility needs, the MMP process places a much stronger emphasis on stakeholder and public engagement than a traditional transportation master planning process would have previously.

The MMP will also include a financial plan that supports budgeting at the City and LTC, informs the appropriate allocation of growth costs to development charges and ensures readiness to participate in future Federal and Provincial funding programs as they are announced.

2.3 LTC Facility in Support of Fleet Electrification and Service Growth

While the new ICIP-PTS application deadline does not align with the submission of previously unidentified capital transit projects arising from the MMP, the generous extension of the project completion deadline from October 2027 to October 2033 and the recent completion of LTC’s Zero Emission Bus Fleet Implementation and Rollout Plan allows for the submission of a necessary project that could not previously accommodated.

In February of 2019, LTC received a consultant’s report entitled “Strategic Assessment of LTC Facility Needs and Path Forward”, which outlined the need for the complete reconstruction of LTC’s current headquarters on Highbury Avenue at a high-level cost of \$100 million in 2019 dollars; this figure will be updated by the work LTC staff are currently undertaking with a consultant to develop the functional design, budget and business case. At that time, the assessment did not consider the impacts of transitioning to an electric bus fleet, but it still concluded that a new facility was required to:

- Accommodate the fleet and personnel growth required to provide transit services to a growing London; and,

- Address the poor condition of the existing facility, which was not purpose built for transit operations, was well past its economic/design life, and was creating an ongoing operational and financial burden for LTC.

Three locations were assessed, and the construction of a new facility on the existing Highbury Avenue site was identified as the preferred option using a total cost assessment approach that considered land and capital costs as well as the cost of ongoing transit operations, such as deadheading to and from routes.

After the LTC facility needs study was concluded, the transition of transit fleets to zero emission vehicles began to gain significant traction throughout Canada and here in London. On February 12, 2020, Council directed staff to advance the work to convert the LTC fleet to zero emission buses by requesting the identification of funding sources for the purchase of electric buses and charging infrastructure as soon as possible. The subsequent approval of a \$26 million budget amendment in the 2022 Annual Budget Update in support of the LTC zero emission bus pilot project confirmed this priority. The transition of LTC's fleet from diesel to zero emission buses will have significant impacts on Commission's future facilities needs, however, which needed careful evaluation before the new Highbury Avenue facility could be confirmed as appropriate for supporting a future electric fleet and in order to determine changes required to the facility plan as the result of conversion to BEBs.

On Wednesday, May 25, 2022, London Transit Commission approved in principle the Zero-Emission Bus (ZEB) Fleet Implementation and Rollout Plan completed by the Canadian Urban Transit Research and Innovation Consortium (CUTRIC). Further, the Commission directed LTC Administration to use the Rollout Plan as the framework for the transition to a zero-emission conventional transit bus fleet. As a first step in the transition, the Commission approved a staff recommendation to proceed with the purchase of ten BEBs and six chargers (four depot-based chargers and two opportunity chargers). This initial project requires a \$1.8 million to retrofit to the LTC Wonderland Road Bus Depot facility, including the cost of any required upgrades to London Hydro services. The cost for the first ten BEBs is approximately \$15 million.

The CUTRIC study assumed that all annual bus replacements (currently 17 each year) would also be BEBs effective immediately the year following the purchase of the initial ten buses, however industry best-practice suggests that a full year of operating experience with BEBs covering all four seasons is required in order to identify all areas of concern with respect to the feasibility of future route conversions. This incremental approach also assists with other concerns related to the incremental cost of BEBs versus diesel buses, the need to build a team of BEB-qualified mechanics and other staff, and the availability of the rolling stock itself. A future LTC report will outline various options for the pace of replacement each year and LTC and City staff are collaborating on the corresponding budget requirements in advance of the 2024 to 2027 Multi-Year Budget.

The CUTRIC study and the planned conversion from diesel to BEBs also identifies an increased urgency to address the aging facility on Highbury Avenue that LTC was already challenged to maintain and projected to outgrow. If, after the pilot project were complete, LTC were to adopt the CUTRIC recommendation of purchasing 17 BEBs each year as its replacement buses, the space for BEBs at the Wonderland Road Bus Depot would be outgrown by 2028. No additional expansion of BEB capacity is possible at the Wonderland Road Bus Depot.

In order to proceed with the full electrification of the transit fleet, a new LTC Highbury Avenue facility is required as soon as 2028. Even if LTC ultimately decides that the transition to BEBs be somewhat slower, having the new LTC Highbury Avenue facility ready to accommodate them in advance of the Wonderland facility reaching capacity will allow for more flexibility in the identification of routes to be transitioned to BEBs. The LTC facility on Highbury Avenue is past the end of its useful life and needs to be replaced to avoid increased maintenance costs, eliminate operational constraints and support service growth for all areas of London, regardless of the pace fleet replacement.

LTC staff are working with a consultant to develop the functional design, budget and business case that would form the basis of an application to the Province in November in advance of the Federal ICIP-PTS deadline of March 31, 2023.

3.0 Financial Impact/Considerations

3.1 LTC Facility Needs and Electrification Funding

To support the delivery of a new LTC Highbury Avenue facility, the City currently has a capital project, MU1450 - Highbury Facility Demolition & Rebuild, in its ten-year forecasted capital plan. This project has \$79.75 million of funding budgeted in the 2023 to 2032 forecast period. This project is predominantly funded by tax-supported debt.

To advance the electrification of the LTC fleet, Budget Amendment #P-12 in the 2022 Annual Budget Update established a \$26 million project (MU1101) to support the LTC pilot project. It should be noted that this amendment assumed the City and LTC would be successful in receiving 50% of the cost of the pilot project from Infrastructure Canada's Zero Emission Transit Fund (ZETF). The 50% municipal share of the project is currently available in MU1101 which is funded entirely by tax-supported debt and can be used to purchase the initial ten BEBs and make the required upgrades to the Wonderland Road Bus Depot.

3.2 Potential Impacts on the Ten-Year Capital Plan

If approved, a successful application to the ICIP-PTS program for the LTC Highbury Avenue facility would have positive impacts on the City's capital plan. Receiving seventy-three cents on the dollar for a significant project that is already budgeted would impact the level of tax-supported debt financing required, either making that debt financing available for other projects or reducing the overall level of debt financing if it is not required for other projects. Capital project MU1450 has a substantial budget that would be able to address the municipal requirement to contribute 27% of the project cost.

Despite the \$79.75 million budget for the LTC Highbury Avenue facility that is already in place, the current high-level estimates for the project indicate it would be a challenge to fund aligned with the necessary timelines for electrification without support from other levels of government. A considerable amount of additional funding will be required if the City is the sole funding source. Solidifying a contribution from the ICIP-PTS program would ensure LTC has the required facilities and capacity available in a timely manner to support its fleet electrification goals and contribute to the overall financial health of the City.

In order to reallocate the available ICIP-PTS funding from the North and West rapid transit corridor capital projects, future Council approval will be sought once the status of any application made for the LTC Highbury Avenue facility is known. The available PTS funding is allocated \$82.5 million and \$36.8 million to the North and West rapid transit corridor projects respectively, but those funds are not associated with any particular project by ICIP-PTS administrators.

Moving this funding will reduce the available budgets for each growth capital project, but both the tax-supported and development charge funding will be maintained. The Mobility Master Plan will continue to work to plan the future transit services required for the rapidly growing north and west areas of the city, and indeed, those needs throughout the community. This work, along with future Development Charge Background Studies and the budget development processes, will create new financial plans to use the tax and development charge funds associated with the implementation of the MMP and ensure the City is ready to take advantage of any future funding programs as they are announced.

Conclusion

The ICIP-PTS is an infrastructure program providing funding based on a cost-sharing formula of 40% Federal -33% Provincial - 27% Municipal dollars to capital projects that improve transit and active transportation. London has \$119.3 million remaining available in allocated Federal and Provincial funding, which allows for the delivery of a total of \$163.4 million in capital works based on the contribution formula.

The Federal Budget released in April of 2022 made changes to the previous schedules for both the submission and completion of projects under the ICIP-PTS program. The previous submission deadline of March 28, 2024 was accelerated to March 31, 2023, while the deadline for project completion was extended from October 2027 to October 2033. More recently, the Province has identified a project application deadline of November 30, 2022 with advance notification of anticipated projects required by July 29, 2022.

Since April, City and LTC staff have been working to ensure that London's remaining ICIP-PTS allocation is directed to an eligible project(s) that advance Council and Commission priorities related to transit and can proceed in the context of the new deadlines.

Regardless of the type of vehicle LTC operates in the future, the construction of a new LTC facility at its current location on Highbury Avenue is required. The existing facility is past its design and economic life and is no longer efficient to operate, maintain or upgrade. The existing facility also cannot accommodate the planned growth in service needed to support a rapidly growing city. As LTC embarks on the conversion of its diesel fleet to BEBs, the construction of a new Highbury Avenue facility becomes increasingly urgent. Upgrades can be made to the Wonderland Road Bus Depot to support a BEB pilot project of ten buses, as well as some conversion of the existing diesel fleet in the initial years of transition. Depending on the final transition schedule for BEBs, however, a new Highbury facility could be required to be fully operational as soon as 2028.

Submitting LTC's facility as an ICIP-PTS application while the funds remain available is a prudent use of the funding opportunity that compliments the Mobility Master Plan and Climate Emergency Action Plan by facilitating future transit improvements in an environmentally sustainable way. The City currently has a number of capital projects in its ten-year capital plan to support the LTC Highbury facility and transition to BEBs. These sources of funding will support the required municipal contribution if an application to the ICIP-PTS program is successful. A successful application would require capital project budget amendments to adjust PTS funding already included in the capital plan, however, confirmation of grant funding in the amount of seventy-three cents on the dollar for the Highbury Avenue project would have positive impacts on the City's financial flexibility and ability to meet the required LTC timelines for fleet electrification.

New transit infrastructure projects identified through the Mobility Master Plan will be funded through future City and LTC capital budgets, development charges and future Federal and Provincial funding programs as they are announced.

Recommended by: **Kelly J. Scherr**
 Deputy City Manager, Environment & Infrastructure

Anna Lisa Barbon
Deputy City Manager, Finance Supports

Cc: Kelly Paleczny, General Manager, London Transit Commission
 Lynne Livingstone, City Manager
 Patti McKague, Director, Strategic Communications and Government Relations

From: bill brock
Sent: Monday, July 25, 2022 10:40 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Add to agenda for 8/27/22

Attention Strategic Priorities and Policy Committee;
Agenda of July 27, 2022,
Consent Item #2.2 Investing in Canada Infrastructure Program Public Transit Stream
(ICIP-PTS)
London Transit Commission Highbury Avenue Facility

The report indicates available funds because two projects were not included in the ten year plan! The North- West corridors were not submitted! Therefore funds are available for other projects!

The BRT project was not a minor project! Notwithstanding, all the options recorded on the public record about the BRT the Council made a unanimous decision to go with a fixed BRT system linking a) north and east with 5 minute service two route system and a b) south and west 10 minute service two route system! Council decided to eliminate the north and west routes from plan!

The whole system; including transit villages was part of the design and still going on today!

The action of Council has in fact seriously handicapped the Plan.

In reaching the original plan the following is noted:

City Council (includes staff) supported in principle a London Transportation 20-30 year plan in 2013!

The consultant : in response to former Mayor Joanie Bechler, transit environmental advantages were no longer talked about !

This is passed and now part of history. (City, LTC, UWO, Fanshawe etc.).

In 2015 the city of London (May) was made aware of the full LRT plan at the consultant Toronto Office! Squire and Helmer attended same; noting this was kept in house for 2 years (2017) until library and Budweiser public meetings. The University of Western presented a 15 part negotiations list. In 2015 the University presented a draft Campus Master Plan which has a major impact on BRT. Current city study of Western Road area excludes any reference to University property.(currently underway).

I repeat the decision was made to do the BRT on fixed corridors (including separate lanes). The budget was 1/2 billion dollars with a 50% contingency! According to city there is \$170 million budget left! Please note that the multi-million dollar Richmond underpass was eliminated along with the major Clarence Street transit corridor! (city lost court challenge).

The city decided to add a 5th route called a downtown loop! The public record will show that this is not a route that generates ridership! Actually it is the turning movement of each of the actual 4 routes!

The success of BRT requires a system that maximizes links and gets riders from origin to destination faster and more reliable!

Note: For 2 years the city indicated (business case) faster service). This was publicly identified as incorrect that time actually started when a person left their starting point and walked into their destination location not just on BRT! Supported by Councilor S. Lewis & A. Hopkins!

Today, some 8 years after city started this BRT it isn't operational and no data has been shown as to ridership details from some 43 communities. The service vision has been lost !

Today the city has undertaken a 2 year study of MOBILITY CHOICES for all Londoners! The deputy Mayor has indicated this study will help determine the north and west! This is not based on need but choice which is wrong!

Those \$500. million transit funds has never been publicly balanced to actual expenditures.

Again politics (Prov. & Fed.) changed the rules "City goes for Shovel Ready" using Investing program public transit screen.

This is wrong!

In SHIFT 2017 I quote " Transit Infrastructure can't get people to their destinations. Only transit service can . So study the service, not just the infrastructure." consultant Jarret Walker (2014).
We have failed transit improvements as of today!

William Brock, C.I.M.
London Transit 38 years
London School Board 20 years
City Hall citizen engagement 22 years
briefs and present

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

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

Subject: Diversion Pilot Project - Single Source Contract Award, SS-2022-210

Date: July 27, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure, the Deputy City Manager, Planning and Economic Development, the Deputy City Manager, Social and Health Development and concurrence of the Manager, Purchasing & Supply, that the following actions **BE TAKEN** with respect to the Diversion Pilot Program's Outreach Services;

- a) The quote submitted by London Cares Homeless Response Services for the delivery of Diversion Pilot Project Outreach Services for the period of July 1, 2022, to December 31, 2022, **BE ACCEPTED** at a total estimated cost of \$71,150 (excluding HST); it being noted that funding to be sourced from the Operating Budget Contingency Reserve;
- b) The single source contract with London Cares Homeless Response Services for the delivery of Diversion Pilot Project Outreach Services including an option to renew for four (4) additional six-month periods contingent on funding availability, **BE APPROVED**; it being noted that the contract award is in accordance with the Procurement of Goods and Services Policy, Section 14.4 d and e;
- c) that Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this project;
- d) that the approval given herein **BE CONDITIONAL** upon the Corporation entering into a Purchase of Service Agreements with each program.

Executive Summary

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

On June 14, 2022, Council approved enhancements to the Core Area Action Plan which included the continuation of the Diversion Pilot programming.

The purpose of this report is to award a single source contract to London Cares Homeless Response Services (London Cares) to enable the continuation of outreach services for the Diversion Pilot project.

Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support the Core Area, in the development of its 2019-2023 - Strategic Plan for the City of London. The proposed agreement with London Cares Homeless Response Services supports the CAAP. Specifically, the pilot addresses:

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.

Safe City for Women and Girls

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

Growing our Economy

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

Leading in Public Service

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

Links to Community Recovery

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

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- June 7, 2022 – Core Area Action Plan: 2022 One-Time Program Enhancements
- March 8, 2022 - Strategic Priorities and Policy Committee - Core Area Action Plan 2021 Review
- November 30, 2021 - Strategic Priorities and Policy Committee - Strategy to Reduce Core Area Vacancy

2.0 Discussion and Considerations

2.1 Purpose

The purpose of this report is to recommend approval to enter into an agreement with London Cares Homeless Response Services to continue the delivery of Diversion Pilot Project Outreach Services for an estimated cost of \$71,150 (excluding HST) for the period of July 1, 2022, to December 31, 2022.

2.2 Background

The Core Area Diversion pilot project is a partnership between the London Police Service and the City of London's Social and Health Development team. The project is supported by Housing Stability Services through Coordinated Informed Response and Life Stabilization through the Ontario Works teams. The pilot aims to reduce the number of individual interactions between individuals experiencing homelessness with LPS and the justice system. Peer Outreach Workers with lived experience support the Core Area

Diversion Pilot by connecting individuals experiencing homelessness to services and supports that meet their needs and goals. The team provides 40 hours of outreach services in the Core each week. Peer Outreach Workers act as an inflow program to the Housing Stability System, supporting individuals to move towards housing stability and focusing on those with frequent interactions with the justice system provided by LPS.

The program actively works with individuals to:

- Build trust and increase engagement with support programs like Ontario Works
- Work on paper readiness; VI-SPDAT assessments, identification, and income
- Reduce interactions with the criminal justice system through diversion
- Connect to supports and services that meet individual needs and goals
- Participate in the City of London Homeless Prevention housing stability system, including Coordinated Access, to serve individuals meeting prioritization criteria as determined by the system

In addition, the following measures are being tracked and will be used to evaluate the success of the pilot:

- Number of people who attain social supports such as Ontario Works
- Number of people who attain identification, complete a VI-SPDAT and registered on London's Coordinated Access housing list
- Number of connections to services (health, addiction, mental health, etc.) and resulting outcomes; identifying any barriers to engagement with these services
- Number of interactions with London Police Service
- Number of people experiencing homelessness who obtain or retain housing

The Core Area Diversion pilot project launched in 2021 and aims to reduce interactions between individuals experiencing homelessness with the justice system. The program team reports that for the initial cohort there has been a significant reduction in interactions between individuals involved in the Diversion Pilot Project and LPS, in addition to a significant decrease in target crimes in the Core.

In June 2022, the project commenced a second phase of the diversion partnership project with London Cares in support of approximately 20 newly identified individuals using additional metrics provided by London Police Services. The extension of this project will provide time to assess the outcomes achieved with the secondary list of participants.

2.3 Procurement Process

London Cares utilizes a Peer Support model which is most appropriate for this project. In January 2022, when a change in service provider was required, London Cares was secured on an emergency basis to ensure the continuity of service to the populations targeted as part of this pilot. In doing so, London Cares was able to maintain the Peer Support model that had worked so well up until that point. London Cares staff have familiarity with the project, its output and outcomes, received specialized training and have developed key relationships with LPS and City staff. This City of London funded agency is able to meet project requirements with existing staff with required lived experience, expertise and skillsets.

The contract award is in accordance with the Procurement of Goods and Services Policy, Section 14.4 d and e:

14.4 d. There is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract (i.e., contract extension or renewal); and

14.4 e. The required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience;

3.0 Financial Impact/Considerations

3.1 Funding

On June 14, 2022, Council approved \$75,000 for the continuation of Diversion Pilot Project and related programs and services as part of the temporary enhancements to the CAAP. One-time funding for these enhancements are to be drawn from the City’s Operating Budget Contingency Reserve.

Conclusion

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

- Prepared by:** Jack Smit, Manager, Life Stabilization - Employment Strategies, Social and Health Development
- Submitted by:** Shirley Glover, Director of Life Stabilization Social and Health Development
- Recommended by:** Kelly Scherr, Deputy City Manager, Environment and Infrastructure
Scott Mathers, Deputy City Manager, Planning and Economic Development
Kevin Dickins, Deputy City Manager, Social and Health Development
- Concurrence by:** John Freeman, Manager, Purchasing & Supply

cc:
Steve Mollon, Manager, Financial Services - Purchasing & Supply
Sarah Denomy, Procurement Services – Purchasing & Supply
Craig Cooper, Housing Stability Services, Social & Health Development
Meng Liu, Senior Financial Business Administrator, Financial Business Support

Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

The 1st Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee
June 9, 2022
Advisory Committee Virtual Meeting

Attendance PRESENT: M. Mlotha (Chair), N. Fahd, K. Burke, M. Castillo, N. Fragis, H. Abu Karky, R. O'Hagan, L. Ochoa, J. Pineda, and A. Stonefish; A. Pascual (Committee Clerk)

ABSENT: P. Gill, R. Gill, and B. Hill

ALSO PRESENT: K. Arnold, A. George-Antone, R. Kapoor, K. Koltun, L. Lee, R. Morris, M. Stone, and J. Tansley

The meeting was called to order at 12:05 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

1.2 Election of Chair and Vice-Chair

That the following actions be taken with respect to the Election of Chair and Vice Chair:

- a) M. Mlotha BE ELECTED as Chair for the meeting held on June 9, 2022; and,
- b) the election of Chair and Vice Chair BE POSTPONED to the next meeting.

2. Opening Ceremonies

2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the Acknowledgement of Indigenous Lands was read by M. Mlotha.

2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

3. Scheduled Items

3.1 Service Area Overview

That it BE NOTED that the attached presentation from R. Morris, Director, Anti-Racism and Anti-Oppression Unit, with respect to the Service Area Overview, was received.

4. Consent

None.

5. Sub-Committees and Working Groups

That it BE NOTED that M. Mlotha provided a brief overview of the different sub-committees.

6. Items for Discussion

6.1 Future Meeting Dates and Times

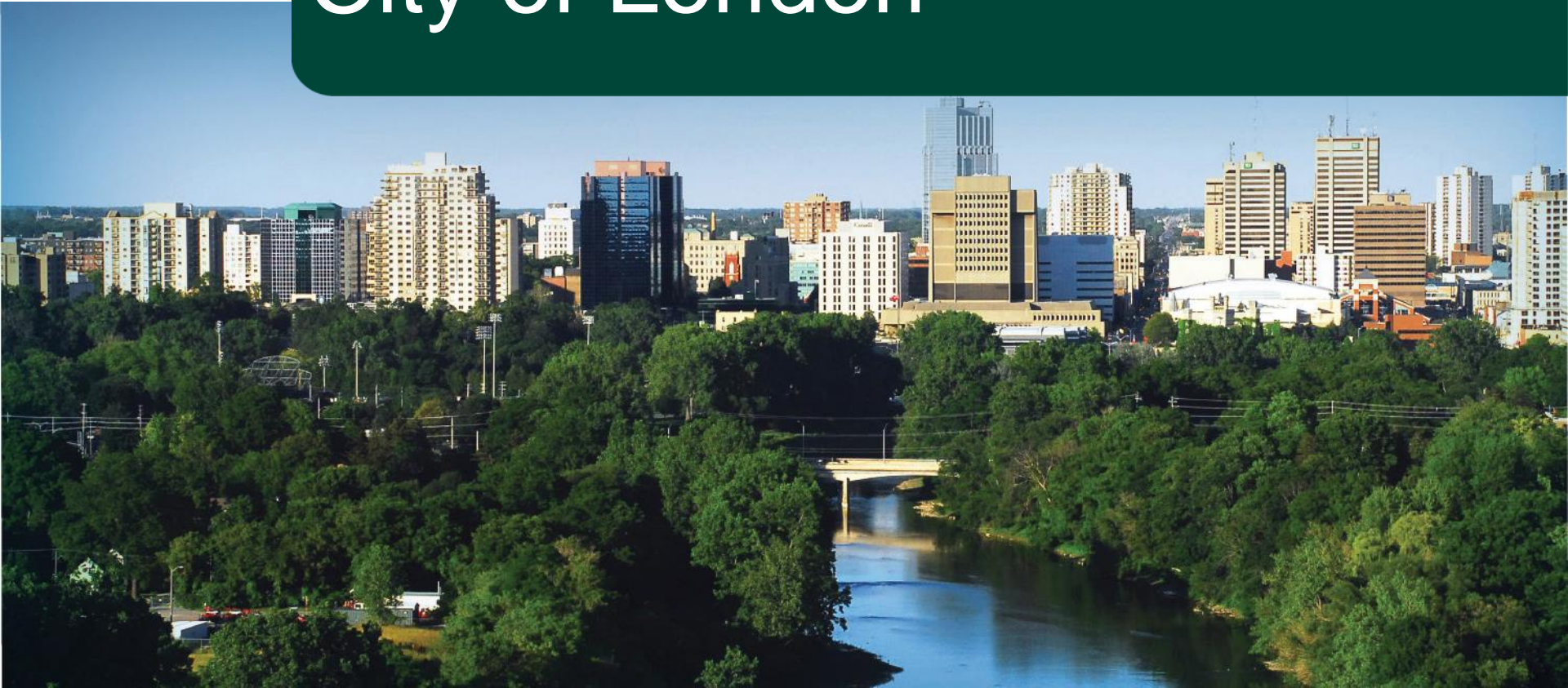
That the following actions be taken with respect to future meeting dates and times:

- a) the second Thursday of each month BE ESTABLISHED as the Diversity, Inclusion and Anti-Oppression Community Advisory Committee meeting day; and,
- b) A. Pascual BE DIRECTED to circulate a poll to the committee members to assist in scheduling the meeting time.

7. Adjournment

The meeting adjourned at 1:03 PM.

City of London



Anti-Racism and Anti-Oppression Division 2022

Our Mandate

Our mandate is to create and sustain action-focused, positive, and lasting systemic change in the City of London so that race or membership in an equity-deserving group does not predict one's access to opportunities or ability to engage whole heartedly in the London community. We will do this through relationship building, research, community engagement, best practices, education, critical self-reflection and shared leadership.

Our Work

- Accessibility and Anti-Ableism
- Newcomer Strategy and LMLIP
- Action Plan to Disrupt Islamophobia
- Anti-Black Racism Strategy
- Truth and Reconciliation Action Plan
- Gender Equity and Safe City for Women and Girls
- Community Engagement – targeting equity-deserving groups
- Anti-Racism and Anti-Oppression Foundations training for staff and Council
- Anti-Racism and Anti-Oppression Framework including an Equity Tool

Our Team



Director – Rumina Morris

Provides leadership and guidance to the Anti-Racism Anti-Oppression Division with a focus on supporting the organization and the community in taking tangible actions to dismantle racism and oppression.



Indigenous Community Liaison Advisor – Alizabeth George-Antone

Supports the implementation of the Truth and Reconciliation Calls to Action across the corporation; building bridges and relationships with both urban and on-reserve local Indigenous communities and helping to create awareness and find solutions to the inequalities that Indigenous people still experience.



Black Community Liaison Advisor – Yvonne Asare-Bediako

Works within the community and across the organization to establish shared understanding and values to combat/interrupt inequity, discrimination, anti-Black racism and oppression, specific to the diverse Black communities.

Our Team



Accessibility and Inclusion Advisor – Melanie Stone

Works to create a more accessible workplace and community. Helps to create programs and training opportunities to improve employee understanding of human rights, AODA and inclusion principles



Senior Coordinator, Community Engagement: Equity & Inclusion – Kinga Koltun

Works with staff, external partners, and community members on engaging together in conversations and work around making the community inclusive and welcoming. Largely focused on community engagement and support, Kinga has been strategic in the development and sustenance of the Community Diversity and Inclusion strategy (CDIS).



Equity and Inclusion Advisor – Krista Arnold

Focuses internally on what our organization can do to change practices and policies that are excluding employees from bringing their whole selves work. This includes gathering data through the workforce census, coordinating applicable training, making tools and resources available, and supporting the work of ERGs.

Our Team



Jill Tansley - Manager, Strategic Programs and Partnerships

My work is around immigration, supporting the London & Middlesex Local Immigration Partnership and the London Newcomer Strategy.



Heather Bunting, Administrative Assistant II

In my role as Administrative Assistant II, I provide support to the whole team and can be your central point of contact for Rumina Morris, Director, Anti-Racism and Anti-Oppression.



Our Relationship with DIAAC

Looking for your support and input into
the Anti-Racism and Anti-Oppression
Framework and Equity Tool

**Diversity, Inclusion and Anti-Oppression Community
Advisory Committee
Report**

2nd Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee
July 14, 2022
Advisory Committee Virtual Meeting
Please check the City website for current details

Attendance PRESENT: R. O'Hagan (Chair), M. Castillo, N. Fahd, N. Fragis, P. Gill, R. Gill, B. Hill, M. Mlotha, L. Ochoa; A. Pascual (Committee Clerk)

ABSENT: H. Abu Karky, K. Burke, S. Evoy, J. Pineda, and A. Stonefish

ALSO PRESENT: Councillor M. Hamou; V. Antipolo, R. Armistead, K. Arnold, Y. Asare-Bediako, A. George-Antone, K. Koltun, L. Livingstone, D. Mills, M. Stone, J. Tansley, B. Westlake-Power, T. Whiteye, and E. Yi

The meeting was called to order at 4:03 PM.

- 1. **Call to Order**
 - 1.1 Disclosures of Pecuniary Interest
 - That it BE NOTED that no pecuniary interests were disclosed.
 - 1.2 Election of Chair and Vice-Chair
 - That the following actions be taken with respect to the Election of Chair and Vice-Chair:
 - a) R. O'Hagan BE ELECTED Chair for the term ending November 30, 2022; and,
 - b) the election of Vice-Chair BE DEFERRED to the next meeting.
- 2. **Opening Ceremonies**
 - 2.1 Acknowledgement of Indigenous Lands
 - That it BE NOTED that the Acknowledgement of Indigenous Lands was read by R. O'Hagan.
 - 2.2 Traditional Opening
 - That it BE NOTED that no Traditional Opening was received.
- 3. **Scheduled Items**
 - 3.1 "We Are Still Here" Residential School Survivor Legacy Group - Project Updates
 - That it BE NOTED that the verbal presentation from R. Armistead, E. Yi, T. Whiteye, D. Mills, and V. Antipolo of the "We Are Still Here" Residential School Survivor Legacy Group, with respect to project updates, was received.

3.2 Anti-Racism and Anti-Oppression Framework and Equity Tool

That it BE NOTED that the presentation, as appended to the Added Agenda, from M. Stone, Accessibility and Inclusion Advisor, with respect to the Anti-Racism and Anti-Oppression Framework and Equity Tool, was received.

4. Consent

4.1 1st Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 1st Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, from its meeting held on June 9, 2022, was received.

5. Sub-Committees and Working Groups

5.1 Awards and Recognition Sub-Committee

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee held a general discussion with respect to the membership and work of the Awards and Recognition Sub-Committee.

5.2 Education and Awareness Sub-Committee

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee held a general discussion with respect to the membership and work of the Education and Awareness Sub-Committee.

5.3 Policy and Planning Sub-Committee

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee held a general discussion with respect to the membership and work of the Policy and Planning Sub-Committee.

6. Items for Discussion

6.1 Future Meeting Date and Time

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee established a general meeting day and time of the second Thursday of each month at 4:00 PM.

6.2 Diversity, Race Relations and Inclusivity Award Policy

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee held a general discussion with respect to the Diversity, Race Relations and Inclusivity Award Policy.

6.3 2023 Mayor's New Year's Honour List - Call for Nominations

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee held a general discussion with respect to the 2023 Mayor's New Year's Honour List - Call for Nominations.

7. Additional Business

None.

8. Adjournment

The meeting adjourned at 5:13 PM.

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities & Policy Committee

From: Anna Lisa Barbon, CPA, CGA
Deputy City Manager, Finance Supports

Subject: Municipal Accommodation Tax on Short-term
Accommodations - Single Source Procurement 2022-211

Date: July 27, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken with respect to collecting Municipal Accommodation Tax on Short-term Accommodations:

- a) That the attached proposed by-law (Appendix 'A') **BE INTRODUCED** at the Municipal Council meeting on August 2, 2022, with respect to the collection of Municipal Accommodation Tax in the City of London, entitled "A By-law to Impose a Municipal Accommodation Tax"; and
- b) That approval hereby **BE GIVEN** to enter into a contract with the Ontario Restaurant, Hotel & Motel Association for an additional four (4) years with two one-year extensions; it being noted that this will be a single source contract as per the Procurement of Goods and Services Policy, in accordance with section 14.4 (d); and
- c) That the attached proposed by-law (Appendix 'B') **BE INTRODUCED** at the Municipal Council meeting on August 2, 2022 to:
 - i) Approve the Amending Agreement to the Municipal Accommodation Tax Collection Agreement between The Corporation of the City of London and the Ontario Restaurant Hotel & Motel Association for the collection of the Municipal Accommodation Tax in the City of London; and
 - ii) Authorize the City Treasurer to approve any amendments to the Amending Agreement;
 - iii) Authorize the Mayor and City Clerk to execute the agreement;
 - iv) Authorize the City Treasurer to approve any future amending agreements to the agreement between The Corporation of the City of London and the Ontario Restaurant Hotel & Motel Association for the collection of the Municipal Accommodation Tax in the City of London.

Executive Summary

The City of London implemented the collection of a Municipal Accommodation Tax (MAT) in October 2018, but only hotels and motels were included. On June 14, 2022, Municipal Council approved revisions to the Business Licensing By-law to license short-term accommodations effective October 1, 2022. The by-law amendments required short-term accommodations to also collect and remit MAT.

This report proposes a revised by-law for the collection of MAT in London that includes short-term accommodations. Furthermore, this report proposes a single source contract with the Ontario Restaurant, Hotel & Motel Association (ORHMA), the existing collection agent for MAT on hotel and motel accommodations in London and proposes an amending agreement with ORHMA to carry out the additional collections.

Linkage to the Corporate Strategic Plan

Council's 2019 to 2023 Strategic Plan for the City of London identifies "Leading in Public Service" as a strategic area of focus. Specifically, utilizing non-tax supported sources of funding to support program or project delivery contributes to the strategy "Continue to ensure the strength and sustainability of London's finances."

Analysis

1.0 Discussion and Considerations

1.1 Previous Reports Related to this Matter

Strategic Priorities & Policy Committee - June 25, 2018 – Municipal Accommodation Tax – Required Agreements and By-laws [2018-06-25 - Municipal Accommodation Tax.pdf](#)

Community & Protective Services Committee – February 19, 2020 - Short-term Accommodations – Proposed Regulations [2020-02-19 SR Short-Term Accommodations - Proposed Regulations.pdf](#)

Community & Protective Services Committee - March 29, 2022, Short-term Accommodations – Public Participation Meeting [2022-03-29 SR - Short Term Accommodations.pdf](#)

Community & Protective Services Committee - May 31, 2022 - Short-term Accommodations – Proposed Amendments [2022-05-31 SR - Short-term Accommodations - Proposed Amendments.pdf](#)

1.2 Background and Purpose

In January 2018, Municipal Council endorsed the implementation of a transient accommodation tax and directed Civic Administration to report back with the necessary implementation documentation. On June 26, 2018, Municipal Council approved the necessary by-laws and agreements for implementation effective October 1, 2018. At that time, it was determined that short-term rentals would be exempt from MAT, pending further review and potential licensing of short-term rentals in the future.

On March 2, 2020, Municipal Council directed Civic Administration to amend all necessary by-laws to license short-term accommodations, to hold a public participation meeting on the matter, and to continue consulting with short-term accommodation platforms on the collection of MAT.

On March 29, 2022, a public participation meeting was held at the Community and Protective Services Committee to discuss proposed by-laws related to licensing short-term accommodations.

On June 14, 2022, Municipal Council approved the proposed by-law to amend the Business Licensing By-law to include provisions for licensing of short-term accommodations. The by-law amendments required short-term accommodations to collect and remit MAT. The report noted that MAT is currently being collected for all hotel and motel stays in the City and from an equity standpoint, as licensing is introduced, short-term accommodations will also be required to collect and remit MAT. It was further noted that Civic Administration would bring forward a future report addressing any necessary amendments to the MAT By-law as well as details on the collection process.

2.0 Key Issues and Considerations

2.1 Revised By-law for Imposing MAT on Short-Term Accommodations

The current by-law with respect to establishing a tax on the purchase of municipal accommodation in the City of London specifically excluded short-term accommodations. The proposed by-law (**Appendix A**) repeals the existing by-law and includes the necessary provisions for collecting MAT from short-term accommodations. Notable revisions include:

- Additional definitions in Section 1 to specify short-term accommodations;
- A new Section 5 to outline the requirements for short-term accommodations;
- Minor revisions to Section 8 to assist with collections of MAT;
- The proposed by-law will come into effect October 1, 2022 to align with the effective date of the amending agreement for the collection of MAT.

2.2 Collection Process

When MAT was first considered for short-term accommodations, the intention was to have the “platforms” (Airbnb, VRBO, etc.) collect MAT from the individual providers and remit to the City. Some municipalities who instituted MAT for short-term accommodations earlier on, were able to secure such agreements but now the platforms are no longer willing to provide this service.

Following that, Civic Administration approached the Ontario Restaurant, Hotel & Motel Association (ORHMA) about collecting MAT directly from the individual providers of short-term accommodations. ORHMA was a good fit because they had expertise from already providing this service for the City of London for hotels and motels.

The amended agreement with ORHMA is presented in Schedule 1 to **Appendix B**. This is an amendment of the existing agreement with ORHMA to collect MAT on hotel and motel stays in London. There are two notable differences in the amended agreement.

1. There are a limited number of hotels and motels in the City for ORHMA to collect from. Furthermore, they are businesses that are familiar with maintaining financial records. The agreement stipulates a 1% fee for ORHMA to collect from hotels and motels. The amount of MAT revenue from short-term accommodation providers will be limited and they will likely have less experience with financial records. The amended agreement allows a 5% fee for ORHMA to collect from these providers.
2. MAT is collected monthly from hotels and motels. Due to the low volume of rentals and revenues, the amended agreement only requires MAT to be collected quarterly from short-term accommodation providers.

Once the agreement with ORHMA is in place, ORHMA will request from the City the contact information for short-term accommodation providers who have licensed with the City. ORHMA will contact these providers to share information on what will be required for their quarterly remittance and how their MAT payments can be made. Providers will be asked to include the number of rooms sold, the purchase prices, the number of rooms that were exempt, and the MAT collected.

In the short-term, payment to ORHMA will be through electronic transfer, cash or cheque. The City and ORHMA are working on a process to allow credit card payments in the future. The first remittance from short-term accommodation providers will be due January 15, 2023.

2.3 Procurement Process

Civic Administration is recommending that a single source procurement be made under Section 14.4 (d) of The Corporation of the City of London’s Procurement of Goods and Services Policy, where there is a need for compatibility for services previously acquired and the services will be additional to similar services being supplied under an existing contract. Based on the existing service contract the City has with ORHMA, this supplier provided expertise in the collection of municipal accommodation tax from the hotel and motel industry where their knowledge of this industry assisted greatly in the collection. It is therefore recommended that the contract be amended to include collection of MAT for short-term accommodations.

2.4 Financial Considerations

Prior to the implementation of licensing for short-term accommodations, it was estimated there were approximately 700 providers in London. The approved licensing program included a provision that a short-term accommodation could only operate within the principal residence of the provider. It was estimated that 2/3 of the current providers do not meet this standard and therefore may no longer be able to operate as a short-term accommodation. With some assumptions for rental rates and occupancy, it

is estimated that the MAT revenue from short-term accommodations could be between \$100,000 and \$200,000 annually.

Conclusion

On June 14, 2022, Municipal Council approved revisions to the Business Licensing By-law to license short-term accommodations. The by-law amendments required short-term accommodations to collect and remit Municipal Accommodation Tax (MAT).

This report proposes a revised by-law for the collection of MAT in London that includes short-term accommodations. Furthermore, this report proposes a single source contract with the Ontario Restaurant, Hotel & Motel Association (ORHMA), the existing collection agent for MAT on hotel and motel accommodations in London and proposes an amending agreement with ORHMA to begin the additional collections effective October 1, 2022.

Submitted by: **Alan Dunbar, CPA, CGA**
 Manager, Financial Planning & Policy

Reviewed by: **Kyle Murray, CPA, CA**
 Director, Financial Planning & Business Support

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

cc:

 Ian Collins, Director, Financial Services
 Orest Katolyk, Director, Municipal Compliance and Chief Municipal Law
 Enforcement Officer
 Scott Mathers, Deputy City Manager, Planning and Development

Attached:

Appendix A Proposed By-law for MAT
Appendix B Proposed By-law to Authorize Amending Agreement

Appendix A Proposed By-law for MAT

Bill No.
2022

By-law No.

A bylaw to impose a Municipal Accommodation Tax and to repeal By-law No. A.-7753-259, as amended, entitled, “A bylaw to impose a Municipal Accommodation Tax”

WHEREAS section 400.1 of the *Municipal Act, 2001* provides that a municipality may pass a by-law imposing a transient accommodation tax;

WHEREAS Ontario Regulation 435/17 provides regulations in respect of the imposition of a transient accommodation tax;

WHEREAS section 23.2 of the *Municipal Act, 2001* permits a municipality to delegate certain legislative and quasi-judicial powers;

AND WHEREAS at its meeting of May 8, 2018, Council approved the establishment of the transient accommodation tax to be imposed on the purchase of accommodations of short duration within the City of London, which will generate revenue to be shared with designated non-profit entities to promote local tourism;

AND WHEREAS Council now approves the imposition of transient accommodation tax on the purchase of Short-term Accommodation;

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

1. DEFINITIONS

“Accommodation” means Hotel Accommodation and Short-Term Accommodation

“Ancillary Charges” means charges related to the purchase of Accommodation including, but not limited to the purchase of food, room service, mini bar products, internet, movie rentals, and phone charges.

“City” means The Corporation of the City of London.

“Council” means the Municipal Council of The Corporation of the City of London.

“Dwelling” means one or more habitable rooms designed, occupied or intended to be occupied as living quarters.

“Hotel Accommodation” means the purchase of accommodation in a hotel, motel, inn, resort, and hostel for a period of a minimum of 4 hours and a maximum of 29 consecutive days.

“Hotel Accommodation Provider” means a person who receives payment in consideration for Hotel Accommodation and includes agents, hosts or others who sell, offer for sale, or otherwise provides Hotel Accommodation. Where the Provider cannot easily be determined, the owner of a property providing Hotel Accommodation is deemed to be the Hotel Accommodation Provider.

“Municipal Accommodation Tax” or “MAT” means the tax imposed under this by-law.

“Person” includes a corporation.

“Purchaser” means the person who makes payment in consideration for Accommodation.

“Provider” includes a Hotel Accommodation Provider and a Short-term Accommodation Provider.

“Short-term Accommodation” means a temporary accommodation in all or part of a Dwelling that is provided for 29 consecutive days or less in exchange for payment, and includes a bed and breakfast, but does not include a hotel, motel, inn, resort, hostel, lodging house, or rooming house.

“Short-term Accommodation Broker” means any individual, partnership, or corporation that, for compensation, markets and brokers the booking, reservation or rental, of a Short-term Accommodation on behalf of a Short-term Accommodation Provider by a means of a website or digital application.

“Short-term Accommodation Provider” means a person who receives payment in consideration for Short-term Accommodation and includes agents, hosts or others who sell, offer for sale or otherwise provide Short-term Accommodation, but does not include a short-term Accommodation Broker. For the purposes of this definition, this does not include a corporation or partnership. Where the Provider cannot easily be determined, the owner of a property providing Short-term Accommodation is deemed to be the Short-term Accommodation Provider.

2. APPLICATION

2.1 A Purchaser of Accommodation shall pay, at the time of purchase, a Municipal Accommodation Tax in the amount of four (4) percent of the purchase price of the Accommodation provided for a continuous period of less than 30 nights.

2.2 The Municipal Accommodation Tax will not apply to Ancillary Charges that are itemized separately on the Purchaser’s receipt.

2.3 Where the Provider fails to separately itemize Ancillary Charges, the Municipal Accommodation Tax will apply to the total amount of the purchase price.

3. EXEMPTIONS

3.1 The Municipal Accommodation Tax imposed under this by-law does not apply to:

- a) The Crown, every agency of the Crown in right of Ontario and every authority, board, commission, corporation, office or organization of persons a majority of whose directors, members or officers are appointed or chosen by or under the authority of the Lieutenant Governor in Council or a member of the Executive Council;
- b) Every board as defined in subsection 1(1) of the *Education Act*;
- c) Every university in Ontario and every college of applied arts and technology and post-secondary institution in Ontario whether or not affiliated with a university.
- d) Every hospital referred to in the list of hospitals and their grades and classifications maintained by the Minister of Health and Long-Term Care under the *Public Hospitals Act* and every private hospital operated under the authority of a licence issued under the *Private Hospitals Act*;
- e) Every long-term care home as defined in subsection 2(1) of the *Long-Term Care Homes Act, 2007*;
- f) Every treatment centre that receives provincial aid under the *Ministry of Community and Social Services Act*;
- g) Every house of refuge, or lodging for the reformation of offenders;
- h) Every charitable, non-profit philanthropic corporation organized as shelters for the relief of the poor or for emergency;
- i) Every hotel or motel room used by the City or its contracted service providers for shelter accommodation purposes;
- j) Every tent or trailer sites supplied by a campground, tourist camp, or trailer park;
- k) Every accommodation supplied by employers to their employees in premises operated by the employer; and,

- l) Every hospitality room in an establishment that does not contain a bed and is used for displaying merchandise, holding meetings, holding hearings, or entertaining.

4. TAX COLLECTED BY PROVIDERS OF HOTEL ACCOMMODATION

4.1 Hotel Accommodation Providers shall list the Municipal Accommodation Tax as a separate item on the Purchaser's receipt or invoice and identify such tax as "Municipal Accommodation Tax".

4.2 Hotel Accommodation Providers shall collect the Municipal Accommodation Tax from the Purchaser at the time of purchase as agents of the municipality.

4.3 Hotel Accommodation Providers shall, on a monthly basis within 15 days of the end of each calendar month for the month prior, remit the Municipal Accommodation Tax to the tax collection agent designated by the City in a manner the City Treasurer deems acceptable

4.4 Hotel Accommodation Providers shall, on a monthly basis within 15 days of the end of each calendar month for the month prior, provide a monthly statement in the form required by the tax collection agent; these monthly statements shall include:

- i. The number of rooms sold;
- ii. The purchase prices of the rooms sold;
- iii. The number of rooms that were exempt under the by-law and proof the Provider relied on; and
- iv. The Municipal Accommodation Tax Collected.

4.5 Hotel Accommodation Providers shall provide any information as required by the City Treasurer for the purposes of enforcing this by-law.

5.0 TAX COLLECTED BY PROVIDERS OF SHORT-TERM ACCOMMODATION

5.1 Short-term Accommodation Providers shall list the Municipal Accommodation Tax as a separate item on the Purchaser's receipt or invoice and identify such tax as "Municipal Accommodation Tax". If the purchase of Short-term Accommodation is made through a Short-Term Accommodation Broker, the Short-Term Accommodation Broker shall list the Municipal Accommodation Tax as a separate item on the Purchaser's receipt or invoice and identify such as tax as "Municipal Accommodation Tax".

5.2 Short-term Accommodation Providers shall collect the Municipal Accommodation Tax from the Purchaser at the time of purchase as agents of the municipality. If the purchase of a Short-term Accommodation is made through a Short-Term Accommodation Broker, the Short-term Accommodation Broker shall collect the Municipal Accommodation Tax at the time of purchase as agents of the municipality and remit it to the Provider of Short-term Accommodation.

5.3 Short-term Accommodation Providers shall, on a quarterly basis within 15 days of the end of the previous quarter, remit the Municipal Accommodation Tax to the tax collection agent designated by the City in a manner the City Treasurer deems acceptable

5.4 Short-term Accommodation Providers shall, on a quarterly basis within 15 days of the end of the previous quarter, provide a quarterly statement in the form required by the tax collection agent; these quarterly statements shall include:

- i. The number of rooms sold;
- ii. The purchase prices of the rooms sold;
- iii. The number of rooms that were exempt under the by-law and proof the Provider relied on; and
- iv. The Municipal Accommodation Tax collected.

5.5 Short-Term Accommodation Providers shall provide any information as required by the City Treasurer for the purposes of enforcing this by-law.

6.0 REFUNDS

6.1 Where a Purchaser has paid an amount that is not payable, the City Treasurer or the City's agent, may upon receipt of satisfactory evidence, make a determination that the amount was wrongly paid, and if such a determination is made, the City or its agent shall refund or credit all or part of the amount, but no refund shall be made unless an application is made within twenty-four (24) months after the payment date.

6.2 Where a Provider remits a surplus in error, the City or its agent, may upon receipt of satisfactory evidence, make a determination that an amount was wrongly paid, and if such a determination is made, the City or its agent, shall refund all or part of the amount, but no refund shall be made unless an application for such a refund is made within twenty-four (24) months after the date of remittance.

6.3 Where a person has applied for a refund and the person's claim is in whole or in part refused, the City or its agent shall provide a statement of disallowance in such form as determined by the City or its agent, and the statement shall specify the amount of disallowance and the reasons for the disallowance.

7.0 TAX COLLECTION AGENT

7.1 The tax collection agent shall be the Ontario Restaurant Hotel & Motel Association ("ORHMA").

7.2 The City Manager, in consultation with the City Solicitor, may designate additional tax collection agents for the City and enter into agreements with designated tax collection agents.

7.3 The tax collection agent(s) shall collect and administer the Municipal Accommodation Tax as an agent for the City in accordance with the agreement between the City and the tax collector(s) and this by-law.

8.0 INTEREST, FEES AND LIENS

8.1 Penalties and interest at a monthly rate of interest applicable to overdue property taxes shall apply to any outstanding Municipal Accommodation Tax and shall be payable monthly by the Providers of Accommodation on the amount of any tax payable or remittable from the business day following the date on which the Municipal Accommodation Tax was payable, or its remittance was due up to and including the date on which such tax is paid or remitted in full.

8.2 The City Treasurer may refer the collection of any Municipal Accommodation Tax payable or required to be remitted to a bailiff or a collection agency.

8.3 Upon default of Municipal Accommodation Tax required to be paid or remitted under this bylaw, the City Treasurer may bring an action for the recovery of the amount in any court in which a debt or money demand or similar amount may be collected and every such action shall be brought and executed in the name of the City.

8.4 The City Treasurer may register a lien on any property in which Accommodation has been provided and for which tax remains owing.

8.5 A fee, as prescribed by the Fees & Charges By-law A-52, shall be charged in respect of all remittances made by cheque that are not honoured by the financial situation upon which it is drawn.

9.0 AUDIT AND INSPECTIONS

9.1 Every Provider shall keep, for no less than three (3) years, books of account, records, and documents sufficient to furnish the City or its designated tax collection agent(s) with the necessary particulars of:

- i. sales of accommodation;
- ii. amount of the Municipal Accommodation Tax collected; and
- iii. the remittances made to the tax collection agent.

9.2 Every Short-term Accommodation Broker shall keep, for no less than (3) years, books of account, records and documents sufficient to furnish the City or its designated tax collection agent with the necessary particulars of:

- i. sales of accommodation;
- ii. amount of the Municipal Accommodation Tax collected.

9.3 The City Treasurer or designate or the City's designated tax collection agent may inspect and audit all books, documents, transactions, and accounts of Providers and Short-term Accommodation Brokers and require Providers or Short-term Accommodation Brokers to produce copies of any document or records required for the purpose of administering and enforcing this by-law.

9.4 Every Provider or Short-term Accommodation Broker shall furnish upon the demand of the City Treasurer or the City's designated tax collection agent for reasonable inspection, copies of any books, documents, transactions, accounts or records required for the purposes of the administration and enforcement of this by-law.

10.0 OFFENCES AND PENALTIES

10.1 Every person who contravenes any provision of this by-law is guilty of an offence.

10.2 Every director or officer of a corporation who knowingly concurs in the contravention of any provision of this by-law is guilty of an offence.

10.3 Every person convicted of an offence under this by-law is liable to a minimum fine of \$500 and a maximum fine of \$100,000 as provided for in subsection 429(3) of paragraph 1 of the *Municipal Act, 2001*.

10.4 Every person convicted of an offence under this by-law is liable, for each day the offence continues, to a minimum fine of \$500 and a maximum fine of \$100,000 as provided for in subsection 429(3) paragraph 2 of the *Municipal Act, 2001*. The total of all the daily fines for a continuing offence is not limited to \$100,000.

10.5 The Superior Court of Justice or any court of competent jurisdiction may, in addition to any penalty imposed on a person convicted of an offence under this by-law issue an order:

- a) Prohibiting the continuation or repetition of the offence by the person convicted;
- or
- b) Requiring the person convicted to correct the contravention in a manner prescribed by the court.

11.0 ADMINISTRATION

11.1 The administration of this by-law is delegated to the City Treasurer or their designate.

12.0

GENERAL

12.1

This by-law shall come into force and effect October 1, 2022.

PASSED in Open Council on August 2, 2022

Mayor

City Clerk

Appendix B

Bill No.

By-law No.

A by-law to authorize an Amending Agreement between The Corporation of the City of London and the Ontario Restaurant, Hotel & Motel Association and to authorize the Mayor and Clerk to execute the Amending Agreement

WHEREAS subsection 5(3) of the *Municipal Act*, 2001, S.O. 2001, c. 25, as amended, provides that a municipal power shall be exercised by by-law;

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

AND WHEREAS section 400.5 of the *Municipal Act*, 2001 provides that a municipality may enter into agreements with another person or entity for the collection of taxes imposed under section 400.1 of the *Municipal Act*, 2001;

AND WHEREAS Council has approved the imposition of the Municipal Accommodation Tax on Short-term Accommodation;

AND WHEREAS it is deemed expedient for The Corporation of the City of London (the “City”) to enter into an Amending Agreement with the Ontario Restaurant, Hotel & Motel Association (“ORHMA”) to provide for the collection of the Municipal Accommodation Tax from Short-term Accommodation Providers or Short-term Accommodation Brokers;

AND WHEREAS it is appropriate to authorize the Mayor and City Clerk to execute the Agreement on behalf of the City;

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

1. The Amending Agreement between The Corporation of the City of London and the Ontario Restaurant, Hotel & Motel Association is hereby authorized and approved, subject to the City Treasurer’s authority to approve amendments to the Amending Agreement.
2. The City Treasurer is authorized to approve any amendments to the agreement approved under section 1 of this bylaw.
3. The Mayor and Clerk are authorized to execute the agreement authorized and approved under section 1 of this bylaw.
4. The City Treasurer is authorized to approve any future amending agreements to the agreement between The Corporation of the City of London and the Ontario Restaurant, Hotel & Motel Association for the collection of municipal accommodation tax.

5. This bylaw shall come into force and effect on the day it is passed.

PASSED in Open Council

Mayor

City Clerk

First Reading –
Second Reading –
Third Reading -

Schedule “1”

THIS AMENDING AGREEMENT made this ____ day of _____.

BETWEEN:

THE CORPORATION OF THE CITY OF LONDON

(hereinafter the “City”)

-and-

Ontario Restaurant Hotel & Motel Association

(hereinafter “ORHMA”)

WHEREAS the City and ORHMA entered into a Municipal Accommodation Tax Collection Agreement (“Agreement”);

AND WHEREAS the parties wish to amend the agreement to provide for the collection of the Municipal Accommodation Tax from Short-Term Accommodation Providers and to amend the term of the Agreement;

NOW THEREFORE THE AMENDING AGREEMENT WITNESSETH THAT in consideration of the mutual covenants and agreements set forth, the parties covenant and agree, to and with each other, as follows:

1. The definition of “Transient Accommodation” and “Provider” under the Definitions section of the Agreement are deleted and replaced by:
“Accommodation” means Hotel Accommodation and Short-Term Accommodation
“Provider” includes a Hotel Accommodation Provider and a Short-term Accommodation Provider.
2. The following definitions are added to the Definitions section of the Agreement:
“Hotel Accommodation” means the purchase of accommodation in a hotel, motel, inn, resort, and hostel for a period of a minimum of 4 hours and a maximum of 29 consecutive days.
“Hotel Accommodation Provider” means a person who receives payment in consideration for Hotel Accommodation and includes agents, hosts or others who sell, offer for sell or otherwise provides Hotel Accommodation. Where the Provider cannot easily be determined, the owner of a property providing Hotel Accommodation is deemed to be the Hotel Accommodation Provider.
“Short-term Accommodation” means a temporary accommodation in all or part of a Dwelling that is provided for 29 consecutive days or less in exchange for payment, and includes a bed and breakfast, but does not include a hotel, motel, inn, resort, hostel, lodging house, or rooming house.
“Short-term Accommodation Provider” means an individual who, for compensation, makes available Short-term Accommodation, but does not include a short-term Accommodation Broker. For the purposes of this definition, this does not include a corporation or partnership.
“Short-term Accommodation Broker” means any individual, partnership, or corporation that, for compensation, markets and brokers the booking, reservation, or rental, of a Short-term Accommodation on behalf of a Short-term Accommodation Provider by a means of a website or digital application.
3. All references to “Transient Accommodation” are deleted and replaced by “Accommodation”.
4. All references to “Providers of Transient Accommodation” are deleted and replaced by “Providers”.
5. Article 1 is amended by deleting the words “utilizing the ORHMA’s existing network”.

6. Article 4 is deleted and replaced by:

Hotel Accommodation Providers will make remittances of the MAT on a monthly basis to ORHMA, within 15 days of the end of each calendar month for the month prior. Short-term Accommodation Providers will make remittances of the MAT on a quarterly basis to ORHMA within 15 days of the previous quarter for the quarter prior.

7. Article 7 is deleted and replaced by:

ORHMA will remit the MAT collected from Hotel Accommodation on a monthly basis within 30 days of the end of each calendar month for the prior month.

ORHMA will remit the MAT collected from Short-term Accommodation on a quarterly basis within 30 days of the end of the prior quarter.

8. Article 10 deleted and replaced by:

ORHMA will submit a monthly report to the City for the Municipal Accommodation Tax collected on Hotel Accommodation with each remittance indicating:

- a. the average number of rooms available for taxable (MAT) occupancy at each Provider;
- b. the average daily rate;
- c. the total room charges for the month;
- d. the total MAT collected and remitted;
- e. an aging report of overdue accounts;
- f. the number of rooms that were exempt under the by-law; and
- g. any further details relating to the MAT as required by the City Treasurer.

ORHMA will submit a quarterly report to the City for the Municipal Accommodation Tax collected on Short-term Accommodation with each remittance indicating:

- a. the average number of rooms available for taxable (MAT) occupancy at each Provider;
- b. the average daily rate;
- c. the total room charges for the quarter;
- d. the total MAT collected and remitted;
- e. an aging report of overdue accounts;
- f. the number of rooms that were exempt under the by-law; and
- g. any further details relating to the MAT as required by the City Treasurer.

9. Article 21 is deleted and replaced by:

ORHMA will perform a payment transfer to the City (all payments of MAT, penalties, interest on late payments etc.) monthly for Hotel Accommodation within 30 days of the end of each calendar month for the prior month, via cheque/electronic funds transfer, to the City's designated account(s).

ORHMA will perform a payment transfer to the City (all payments of MAT, penalties, interest on late payments etc.) on a quarterly basis for Short-term Accommodation within 30 days of the end of each quarter for the prior quarter, via cheque/electronic funds transfer to the City's designated account(s).

10. Article 25 is deleted and replaced by:

ORHMA will provide the City with monthly reports for MAT collected for Hotel Accommodation, quarterly reports for MAT collected for Short-term Accommodation and an annual report to support the City functions related to the MAT including reconciliation, refunds, verification and auditing.

11. Article 27 is deleted and replaced by:

The following reports will be produced by the ORHMA and made available electronically to the City.

- **Monthly Reconciliation Report for MAT collected on Hotel Accommodation:**

Detailed reconciliation report identifying the number of transactions and MAT revenue collected by the ORHMA and submitted to the City. The report will contain information to substantiate amounts collected, including name and identifier of taxable entity, summary of room revenues, applicable exemptions or deductions, guest refunds, adjustments, MAT payable and total amount due etc.

- **Quarterly Reconciliation Report for MAT collected on Short-term Accommodation:**

Detailed reconciliation report identifying the number of transactions and MAT revenue collected by the ORHMA and submitted to the City. The report will contain information to substantiate amounts collected, including name and identifier of taxable entity, summary of room revenues, applicable exemptions or deductions, guest refunds, adjustments, MAT payable and total amount due etc.

- **Audit Reports**

All audit findings, reports and summaries shall be provided, unaltered and completely, to the City.

12. Article 33 is amended by deleting and replacing paragraph (2)

(2) Quarterly fee in the amount of one percent (1%) of the monthly remittance to the City on Hotel Accommodation or one percent (1%) of the quarterly remittances to the City on Short-term Accommodation collected from Short-term Accommodation Brokers.

13. Article 33 is amended by adding paragraph (3):

(3) Quarterly fee in the amount of five percent (5%) of the quarterly remittance to the City for all Municipal Accommodation Tax collected directly from Short-term Accommodation Providers.

14. Article 50 is deleted and replaced by:

This Agreement commenced on October 1, 2018 and continues in full force and effect for eight (8) years. Upon the expiry of the eight (8) year term, the City at its absolute sole discretion has the option to renew the contract for a further two (2) one-year periods.

15. This amending agreement shall become effective October 1, 2022.

The Corporation of the City of London

Ontario Restaurant Hotel & Motel Association

Mayor

I have the authority to bind the Corporation

City Clerk

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: July 27, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the report dated July 27, 2022, with respect to the London Community Recovery Network – Recovery Funding Business Cases **BE RECEIVED**; it being noted that there are six 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 \$5.6 million was previously approved for LCRN ideas led by the City of London and partners, leaving \$4.4 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 six 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: Green Economic Stimulus: Building Retrofits for Local Residents and Businesses
2. Appendix B: LCRN Business Case # 2: Belong: Inclusive Arts Experiences for Children and Youth
3. Appendix C: LCRN Business Case # 3: Argyle BIA Currency Pilot Program
4. Appendix D: LCRN Business Case # 4: London Public Library Reading Garden Access from Dundas Place Flex Street
5. Appendix E: LCRN Business Case # 5: London Innovation Challenge
6. Appendix F: LCRN Business Case # 6: London Tech Talent Growth

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 22, 2022, SPPC
- 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
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- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC
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- 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. In 2021, a number of business cases were approved for funding.

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.

As of June 2022, Council has approved a number of business cases to support these measures for a total of \$5.6 million, leaving \$4.4 million still available to be allocated for support.

2.2 Ideas for Action Which Have a City Financial Ask and a Supporting Business Case

LCRN Business Case # 1: Green Economic Stimulus: Building Retrofits for Local Residents and Businesses

Idea Lead/s: London Environmental Network (programs include Green Economy London, Greener Homes London)

Idea Summary: The London Environmental Network (LEN) will accelerate building retrofits carried out by businesses and residents through its programs, Green Economy London (GEL) and Greener Homes London (GHL). LEN will scale up program offerings through increased staff support, program delivery, and retrofit incentives for program participants. Examples of building retrofits include switching to energy-efficient or renewable energy options for heating/cooling and appliances, improving insulation and ventilation systems, and other resource-saving improvements in existing buildings. As a result of the retrofit programming, the London community will see reduced greenhouse gas emissions, reduced energy costs for businesses and residents, and an increase in funds reinvested into the local economy via retrofit projects.

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

Idea aligns with the following LCRN Indicators: Business Health; Employment; Labour Market Participation; Housing Affordability and Availability; Climate Change and Environmental Sustainability

Financial contribution requested of the City: \$400,000

Commentary from Civic Administration: The proposed idea aligns directly with the goals of the Climate Emergency Action Plan through enhancing programs that help Londoners improve building energy efficiency and reduce reliance on fossil fuels. The proposed idea will contribute to attaining London’s greenhouse gas emissions reduction targets. The idea builds on previous investments by the City and others in London in this important area of climate change action. Additionally, there are other climate action and economic recovery programs out or coming out soon that this work will help support as well (Canada Greener Homes Grants and \$40,000 zero-interest loans).

Programs LEN is running for both businesses (GEL) and homeowners (GHL) are a key part of the burgeoning low-carbon economy here in London and could benefit significantly from additional scale-up resources. The unique, community-focused, non-profit nature of LEN’s programs are a good place to see things take off and will very likely support growth in the retrofit economy. These are needed programs in London (and are beginning to take off having already shown success in other Ontario and Canadian jurisdictions).

Refer to ‘**Appendix A: LCRN Business Case # 1: Green Economic Stimulus: Building Retrofits for Local Residents and Businesses**’ for the business case submission.

LCRN Business Case # 2: Belong: Inclusive Arts Experiences for Children and Youth

Idea Lead: London Arts Council (LAC)

Idea Summary: Through ‘Belong: Inclusive Arts Experiences for Children and Youth Program,’ the LAC proposed to meet a proven need for free, quality arts programming experiences. The program is targeted for children and youth from low-income and new-comer families, in areas of London where these experiences have been less accessible.

The Program encourages peer to peer creative social interactions, young adult with adult role model opportunities, and mentor to mentee relationships.

The program provides regular and safe settings where children and youth can participate in and contribute to quality arts experiences, created, and delivered by professional senior arts educators and emerging artist assistants from equity-deserving communities. The arts experiences will encompass culturally diverse art practices, forms, and themes including social justice, environment and sustainability, social inclusion, exploration, experimentation, and self-reflection. Participants will explore a variety of artistic techniques and processes throughout the duration of the program.

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

Idea aligns with the following LCRN Indicators: Educational Attainment; Income; Mental Health; Physical Health; Arts, Culture and Tourism; Employment; Labour Market Participation; Talent Recruitment and Retention; Anti-Racism and Anti-Oppression; Climate Change and Environmental Sustainability; Community Belonging

Financial contribution requested of the City: \$411,356

Commentary from Civic Administration: The idea explained in the business case would have a benefit to both artists and children and youth of the targeted areas of London. This would be a useful service and it supports the integration efforts of the London & Middlesex Local Immigration Partnership (LMLIP).

This idea is aligned with various strategies in the Child and Youth Network, including:

- Ending Poverty
- Making Literacy a Way of Life
- Creating a Family-Centered Service System

Additionally, the idea is aligned with the following items in the Corporate Strategic plan: “Strengthening our Community”:

- Londoners are engaged and have a sense of belonging in their community
- Londoners have access to the services and supports that promote wellbeing, health, and safety in their neighbourhoods

Refer to ‘**Appendix B: LCRN Business Case # 2: Belong: Inclusive Arts Experiences for Children and Youth**’ for the business case submission.

Appendix C: LCRN Business Case # 3: Argyle BIA Currency Pilot Program

Idea Lead: Argyle Business Improvement Association (Argyle BIA)

Idea Summary: The Argyle BIA proposes to pilot the Argyle Currency Pilot Program in the Fall of 2022. Creating Argyle Currency (a gift card program) builds off the success of the London Tourism Visa Gift Card program and will develop a "made in community" economic and social support system. This currency system will increase local spending to assist businesses with recovering from the past hardships of COVID and mitigate the current and future impacts of construction projects.

To execute this pilot, the Argyle BIA will be utilizing the Miconex system to leverage the numerous benefits it provides including flexibility for other BIAs to join the program, its data collection capabilities, and start-up assistance it provides with the currency program.

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

Idea aligns with the following LCRN Indicators: Business Health; Community Belonging; Community Engagement and Social Isolation

Financial contribution requested of the City: \$27,573

Commentary from Civic Administration: The proposed Argyle BIA Currency Pilot Program directly aligns with the role of a BIA in supporting its businesses and promoting an overall area. Importantly, the program will also build on the BIA’s marketing and events designed to attract people to the area, and the City’s programs designed to support local businesses through improving and enhancing properties. Specific programs like the City 2022 Centre Stage Grant Program and the forthcoming City Financial Incentive Programs provide business owners with tools to enhance their physical spaces and presence in the community, and the proposed Argyle BIA Currency Pilot Program is designed to drive customers to these enhanced spaces and experience the Argyle community.

Refer to ‘**Appendix C: LCRN Business Case # 3: ‘Argyle BIA Currency Pilot Program’**’ for the business case submission.

Appendix D: LCRN Business Case # 4: London Public Library Reading Garden Access from Dundas Place Flex Street

Idea Lead: London Public Library

Idea Summary: The Library’s Central Library acts as a gateway to Dundas Place on its Eastern end and has one of the Flex Street’s largest footprints. The Library’s Reading Garden sits on the Eastern side of the Library and is beloved by its patrons. Although it is visible from Dundas Place through a fence on the Library Terrace, due to a steep grade and fencing, the only access point is through the first floor Children’s room of the Central Library. Currently, the Garden cannot support events being hosted on the Flex Street, nor can members of the public be invited into the space without passage through the building.

The Library is seeking to provide access to the Reading Garden directly from the Dundas Place Flex Street by addressing the grading issue and installing a new secure fence with a lockable gate. This effort is part of a larger strategic approach of bringing the Flex Street into the Library space.

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

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

Financial contribution requested of the City: \$250,000

Commentary from Civic Administration: The idea explained in the business case will allow for flexibility of the streetscape of Dundas, creating gathering space as well as more intimate places to encourage outdoor activity by the different users of Dundas Place, the Library and nearby business located along this stretch. To manifest this intention, a direct outdoor connection allowing for accessible access between the Library Reading Garden and Dundas Place will align with considerations made during

preliminary design for Dundas Place construction but was not carried forth to coincide with Dundas Place construction tender at that time.

The Central Library is identified as one of 12 “activity generators” in Our Move Forward: London’s Downtown Plan, which is a guideline document under the London Plan.

- Strategic Direction 1 in Our Move Forward provides direction to “ensure all public realm works and planning applications support Dundas Street as the city’s premier destination street.”
- The Dundas Place Environmental Assessment noted “Library Block is designed to accommodate an outdoor extension of the Library program area.

Additionally, the vision of the business case aligns with several aspects of Council Strategic Plan, primarily within Strengthening our 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

As well as Building a Sustainable City:

- London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community
- Londoners can move around the city safely and easily in a manner that meets their needs

Refer to ‘**Appendix D: LCRN Business Case # 4: ‘London Public Library Reading Garden Access from Dundas Place Flex Street’** for the business case submission.

Appendix E: LCRN Business Case # 5: London Innovation Challenge

Idea Lead: TechAlliance of Southwestern Ontario

Idea Summary: As a vetted and trusted ecosystem collaborator, experienced in designing and executing successful innovation challenges like the first two London Innovation Challenges (<https://techalliance.ca/londoninnovationchallenge/>), TechAlliance will frame milestone expectations and manage distribution of funding for recipients who are solving the pressing priorities of the LCRN’s focus areas.

The next evolution of the London Innovation Challenge will comprise of two challenges, addressing the unique needs of delivering prosperity for our local creative industries of music, film, media arts and digital gaming. Inspiring local, creative innovators to solve for the specific technology gaps, developing new products to help bolster our creative industries. Innovators will bring forward solutions to impact other businesses, organizations, and citizens, creating job stability and overall community resiliency.

Examples of what the London Innovation Challenge could address:

1. An application to help connect local talent and assets in media arts and gaming, helping employers understand the skill sets available London
2. Digital tools to help local creators gain access to creative equipment/spaces.
3. Tools to solve issues of creators acquiring access to local talent/licensed music

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

Idea aligns with the following LCRN Indicators: Income; Arts, Culture and Tourism; Business Health; Employment; Labour Market Participation; Talent Recruitment and Retention; Immigration and Migration

Financial contribution requested of the City: \$280,000

Commentary from Civic Administration: The idea explained in the business case is building off the successful program run in 2021 where two LCRN approved challenge questions were addressed through six local innovators. Through these efforts, the London Innovation Challenge restarted and rejuvenated London’s recovery, while strengthening our community and growing our economy. Additional funding, and targeted sectors of the particularly hard-impacted creative sector will provide further boosts to these economic sectors. This idea aligns and supports London’s one of a kind UNECO City of Music designation, as it focuses on two focus areas of the action plan: Music Incubation and Media Arts.

Simultaneously, this program is aligned with commitments that TechAlliance has to the Council Strategic Plan, primarily within “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

Refer to ‘**Appendix E: LCRN Business Case # 5: ‘London Innovation Challenge’**’ for the business case submission.

Appendix F: LCRN Business Case # 6: London Tech Talent Growth

Idea Lead: TechAlliance of Southwestern Ontario

Idea Summary: London Tech Talent Growth is an overarching plan focusing on the growth and retention of tech talent in London. The plan rests on three pillars: fostering emerging student talent; connecting internationally trained job seekers; and, enabling local and migrant job seekers while supporting employers. As a vetted and trusted ecosystem collaborator, TechAlliance is experienced in developing and executing on experiences to foster community. To enable this TechAlliance will create pathways for London’s economic prosperity and the growth of its tech talent through funding for the following experiences:

- **Tech Connect:** In collaboration with Immploy, who will leverage their network of international talent and mentors, Tech Connect creates the opportunity for relationship building between internationally trained professionals in the tech sector and some of our region's most innovative ventures. Employers will learn about contemporary hiring practices, benefits of mentoring, cultivating intercultural competency and connect with talent ready to work in tech.
- **Tech Talent Exchange:** Provides a space to make focused, intentional connections with emerging student talent. In this reverse pitch talent exchange, tech sector human resources professionals pitch open opportunities via a 60-second pitch to provide an overview of their company to the audience of trained, qualified students from Western University, Fanshawe College and Lambton College.
- **The Rebuild Roster:** An existing directory of job seekers with technical expertise or with an interest in working with a technology company. Born out of early LCRN discussions TechAlliance built this Future of Good’s Canada’s Top 100 Recovery Project to bring exposure to qualified individuals experiencing underemployment. Using The Rebuild Roster, job seekers can showcase a brief overview of their qualifications and public portfolios and complement their active search with a continuous signal that they are open to being contacted about opportunities

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

Idea aligns with the following LCRN Indicators: Business Health; Community Belonging; Community Engagement and Social Isolation

Financial contribution requested of the City: \$180,000

Commentary from Civic Administration: The idea explained in the business case is planning to target sectors that have been particularly hard-hit by the pandemic: the tech and creative sectors of our local economy. Given the ability of this sector to offer remote work and hybrid work options, it has become increasingly competitive to attract talent in these sectors. The business case aims to help the network of TechAlliance increase their talent attraction and retention capabilities, strengthening London’s talent pool overall.

Simultaneously, this program is aligned with the commitments that TechAlliance has to the Council Strategic Plan, primarily within “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

Refer to ‘**Appendix F: LCRN Business Case # 6: ‘London Tech Talent Growth’**’ 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 \$5.6 million, leaving \$4.4 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 \$5.6 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. To date, \$9,500 has been allocated, with another \$10,000 of applications pending.

This report serves to present LCRN Recovery Funding Business Cases to access this funding. A total of \$1,548,929 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 \$2.9 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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Appendix A: LCRN Business Case # 1: ‘Green Economic Stimulus: Building Retrofits for Local Residents and Businesses’

Community Recovery Network Ideas for Action – Business Case

Idea Title:

Green Economic Stimulus: Building Retrofits for Local Residents and Businesses

Idea Lead/s:

London Environmental Network (programs include Green Economy London, Greener Homes London)

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:
The London Environmental Network’s (LEN) Green Economic Stimulus: Building Retrofits for Local Residents and Businesses is strongly aligned with the LCRN Framework to support a resilient, equitable, and inclusive post-pandemic future. Specifically, this proposal supports Driving Prosperity and Fostering Community focus areas by addressing economic and environmental indicators. This initiative demonstrates that climate action strategies can help to achieve - instead of competing with - local economic priorities through co-benefits and create a greener, more resilient city for all. Overall, the LEN expects to see more projects, jobs, funds, and resources allocated to the local retrofit sector which will support a sustainable and inclusive economic recovery that meets local climate action targets.

The LEN’s proposal aims to accelerate building retrofits for residents and businesses in London. Through the Driving Prosperity focus area, this initiative will specifically improve local business health, employment, housing affordability and availability, and labour market participation recovery indicators. This will result in a growing green jobs sector, reduced operating and home energy costs, and support a sustainable and inclusive economic recovery. The LEN has been a long-time proponent of a sustainable economy in London. In the past 5 years, the LEN has employed over 25 staff in the environmental sector, secured \$1 million in external funding to create local jobs, and retained talent from Fanshawe College and Western University. In the past three years, the Green Economy London (GEL) program has supported 50 local businesses to set science-based sustainability targets. The LEN, via the GEL program, also generated \$33,000 towards project incentives, which was distributed to 20 different businesses and leveraged into over \$497,000 invested into the local economy. A notable example is the \$5,000 incentive the LEN invested in a PV solar array and EV chargers for the London District Construction Association (LDCA), which cost a total \$101,212 and the incentive helped justify the business case for the LDCA’s project.ⁱ

In addition, the initiative to accelerate building retrofits will address the Fostering Community focus area, by advancing the climate change and environmental sustainability recovery indicator. This will lead to increased engagement surrounding the Climate Emergency Action Plan (CEAP), support greenhouse gas emission reductions to meet CEAP targets, and increased climate-smart activities among residents and businesses. Since its launch in 2015, the LEN has connected Londoners to environmental groups, events, volunteer opportunities, advocacy campaigns, and ways to reduce their environmental impacts at home. Through digital communications, events, and programming, the LEN reaches an audience of over 20,000 Londoners each month. In the past year, the Greener Homes London (GHL) program has provided direct home sustainability support to over 1,000 London residents. This includes Home Checkups where trained staff help residents navigate the complex world of retrofit incentives, secure quotes from contractors, and educate them about energy efficient technology options. As highlighted here, the LEN’s existing and proposed work

heavily aligns with the Driving Prosperity and Fostering Community focus areas, which will support the LCRN indicators and vision for recovery.

LCRN Indicator Alignment:

The proposal to accelerate building retrofits for London residents and businesses will benefit the local economy and environment to advance the following LCRN Framework indicators:

Business Health

From low hanging fruit to deep retrofits, building retrofits help reduce energy consumption and operating costs. By supporting businesses with retrofit projects (including distributing retrofit incentives, navigating federal incentive programs, project guidance, and educational support) the GEL program will assist local businesses with reducing their operating costs. This will enable businesses to reinvest these savings back into their business and the local economy, keeping local businesses open to meet the demands of the community.

Employment & Labour Market Participation

Through the initiative, the LEN will directly hire 2 additional full-time staff and contract Energy Advisors to scale up programming. This will create new and meaningful job opportunities in the environmental non-profit and retrofit sectors. As an employer, the LEN strives to adopt Decent Work practices that support inclusion and equity across the organization’s policies, culture, and compensation. This is in strong alignment with developing an inclusive labour market that closes gaps for young workers, women, and racialized workers to join the labour force. As a result, programming will directly benefit local employment and labour market participation indicators. Additionally, the initiative will indirectly support employment and labour market participation by increasing demand for the trades and retrofit services (i.e., contractors, installers, consultants for retrofit projects), which will lead to increased local employment opportunities in these sectors. Creating jobs, especially jobs in sectors that align with a sustainable and inclusive economy, is an essential part of achieving LCRN’s renewal and recovery goals.

Housing Affordability and Availability

At the residential level, home retrofits help reduce energy consumption and expenses, allowing residents to spend this money on other living expenses (essential or non-essential). The biggest barrier to energy retrofits is the lack of information and trustworthy partners to help guide residents about their green choices. Residents do not want to become general contractors, finding multiple contractors and funding sources to complete their retrofit projects. The programming makes this process easy, and the LEN’s trained staff help residents make informed choices on retrofits options. The GHL program will support residents with navigating retrofit options and provides financial incentives to jumpstart their home retrofit projects. This will reduce financial barriers to retrofits and help residents see immediate cost savings. Further, the LENs aims to target residents more likely to experience energy poverty, such as low-income households in London. Energy poverty is defined as households that spend more than 6% of their after-tax household income on home energy services.ⁱⁱ With an equity-lens to the programming, the LEN can help reduce energy costs for residents experiencing energy poverty and positively impact housing affordability.

Climate Change and Environmental Sustainability

Despite the current and future projected local impacts of climate change (more frequent and extreme weather events, heatwaves, flooding, etc.), climate action and environmental sustainability has been pushed aside in the past two years. The recently approved Climate Emergency Action Plan (CEAP) has outlined a 55% emission reduction by 2030 target and a net-zero by 2050 target.ⁱⁱⁱ To achieve these targets, significant emission reductions must be achieved across residential and commercial buildings city-wide. This is emphasized throughout the document:

- Household emissions are the second highest cause of local greenhouse gas emissions (GHGs), which is mostly derived from natural gas furnaces and water heaters.
- Creating household emission reduction targets, projecting the average household will need to reduce its GHG emissions from 4.8 tonnes per person to 2.2 tonnes per person.
- Creating GHG emission reduction scenarios for different household types, with ten of them including at least one home retrofit project.
- Identifies that home retrofits will be required to meet the 2030 target (such as 100% replacement of local fuel oil heating with heat pumps, reducing natural gas use by 50%, and 270 MW of rooftop solar energy generated by 2030).
- Under Area of Focus 2 - Taking Action Now (Household Actions), working with community partners to engage London homeowners on home energy retrofits is identified as an immediate action.
- Under Area of Focus 3 - Transforming Buildings & Development, encouraging uptake of energy utility conservation programs and incentives for building energy retrofits is identified as an immediate action.

The proposal to scale up building retrofits for residents and businesses will lead to high impact and immediate emission reductions in London. This directly supports the LCRN climate change and environmental sustainability indicator and the CEAP priorities outlined above. Additionally, the LEN expects to see an increase in residents and workplaces aware of and engaged with climate-smart activities through the retrofit programming. This supports the shared goal to bring everyone along in local climate action and supports an inclusive and green recovery. Altogether, the LEN anticipates that the programming will support immediate and long-term goals to mitigate and adapt to climate change locally.

Business Case Deliverables & Impact

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

Idea Summary

The London Environmental Network (LEN) will accelerate building retrofits carried out by businesses and residents through its programs, Green Economy London (GEL) and Greener Homes London (GHL). LEN will scale up program offerings through increased staff support, program delivery, and retrofit incentives for program participants. Examples of building retrofits include switching to energy-efficient or renewable energy options for heating/cooling and appliances, improving insulation and ventilation systems, and other resource-saving improvements in existing buildings.

Specifically, the LEN will hire 2 additional full-time staff to support its existing programs, GEL (business facing) and GHL (resident facing). The LEN’s trained staff will support building retrofits carried out by businesses and residents by offering sustainability walkthroughs and Home Checkup consultations, identifying retrofit options, providing lists of local contractors for quotes, navigating retrofit incentives, and educating audiences about sustainable and energy efficient retrofit options (via digital communications, advertising, workshops, etc.). The LEN provides tailored one-on-one services and resources for both business and residential audiences. The concierge services help to simplify the complex world of retrofits and speeds up the transition from fossil fuels to energy efficient and renewable technologies, which is necessary to achieve London’s 2030 emissions target. In fact, the CEAP identifies reducing household and building emissions as core energy-related local reductions necessary to close the gap to achieving the 2030 goal. This means that without retrofitting existing commercial and residential buildings, London will be unable to achieve local climate action targets.

Additionally, the LEN will distribute a total of \$100,000 towards retrofit project support for program participants. Upfront costs are a significant barrier to retrofits and fuel switching, despite dramatically reducing energy costs long-term. The LEN team will help residents and businesses access existing federal and provincial incentives, and then where needed use the municipal funds to help cover the cost of retrofits for those unable to cover the remaining costs themselves. Providing financial incentives makes building retrofits more accessible and affordable, especially for those furthest from accessing such programs, and provide long-term cost savings. Program participants will complete an online application form to be considered for the LEN’s retrofit project support funds. Applicants will be selected based on eligibility criteria such as: London residency, completion of a Home Checkup with the LEN, completion of an EnerGuide audit with the LEN, income bracket, average monthly energy costs, self-identification of an equity deserving group such as persons with disabilities, refugees, and newcomers, etc. Preference will be given to applicants that meet the energy poverty criteria (more than 6% of their after-tax household income spent on home energy services). This selection process will determine retrofit projects that are impactful in terms of emission reductions and achieving energy justice, and it ensures that equity-deserving groups are provided the necessary resources and supports to engage in a green economic transition.

Lastly, offering retrofit incentives provides enormous benefits for the local economy. Homeowners can access existing retrofit incentives – like the recently announced Canada Greener Homes grants

(up to \$5,000 per household) and loans (up to \$40,000 per household)^{iv} as well as the Enbridge rebates (up to \$5,000)^v – in addition to the LEN retrofit support funds. There are incentive programs available for businesses as well, including the NRCAN Zero Emission Vehicle Infrastructure Program^{vi} and the Save on Energy Retrofit Program^{vii}. Through these combined retrofit incentive offerings, participating businesses and homeowners will help bring in more funds to stimulate London’s economy. Equally as important, the retrofit incentives will directly support local contractors, consultants, and installers. This will provide enormous benefits to the local retrofit sector and lead to future job creation from increased demand for green jobs. The LEN estimates that the initiative would create at least 15-20 new jobs, as per Ontario Green Jobs Strategy’s rate of 13.41 jobs created per million spent on retrofits.^{viii} Anecdotally, the LEN team has heard from local contractors in the past year that the incentives for green retrofits have increased the demand for energy advisors and trained installers. The LENs hopes to maintain this trend to see more Londoner’s engaged in meaningful employment and can track this demand through periodic check-ins with local contractors.

Many retrofit options include fuel switching, from gas, propane, or natural gas to electric. Fuel switching keeps more money in London’s economy because it goes towards London Hydro instead of fossil fuel companies based outside of London or the province. This effect is referred to as “energy productivity”. According to the Community Energy Use & Greenhouse Gas Emissions Inventory Report, London’s energy productivity has increased from \$524 of Gross Domestic Product (GDP) in 1990 to \$717 in 2020. As the LEN’s retrofit programming increases fuel switching locally, London can expect to see this positive energy productivity trend continue.

As a result of the retrofit programming, the London community will see reduced greenhouse gas emissions, reduced energy costs for businesses and residents, and an increase in funds reinvested into the local economy via retrofit projects. This initiative is strongly aligned with the LCRN recovery and renewal focus areas and the CEAP, which will assist London’s transformation into a green and resilient city in the next 3 years.

Idea Benefits

Employment & Labour Market Participation

The LEN will support local employment and job creation directly and indirectly:

- Create 2 additional full-time employment opportunities at the LEN
- Drive retrofit job creation through increased demand for retrofit projects (via incentives)

Climate Change and Environmental Sustainability

The LEN will support residents and businesses with retrofit projects that will reduce greenhouse gas emissions to meet climate targets outlined in the CEAP:

- 1,000 new residents participating in GHL
- 400 energy audits completed
- 200 residential emission reduction projects completed
- 25 new businesses participate in GEL
- 25 new targets set by businesses in emissions, water, waste reduction areas

Business Health & Housing Affordability

Retrofit projects will reduce energy costs for residents and businesses, allowing residents to invest this money in the local economy:

- 10% reduction in home energy costs for participating residents for switching from gas to electricity options
- 10% reduction in operating costs for participating businesses, which can be reinvested locally back into their business

Investing in Local Economy

The LEN’s retrofit project support funds for residents and businesses can be used in isolation or in combination with additional incentive programs (such as Canada’s Greener Homes, Enbridge, etc.). This will help top-up retrofit project expenses and bring in more spending into London’s economy, creating spin-off economic benefits in the local retrofit sector:

- The LEN’s \$50,000 project support for residents is leveraged to access the Canada Greener Homes federal rebates, for up to an additional \$500,000 of federal funds secured for local London contractors, installers, and consultants

- The LEN's \$50,000 in project support for businesses is leveraged to access \$500,000 from additional incentive programs, spent locally on sustainability contractors, consultants, and installers

Idea Timeline

September - December 2022

- Hire and train staff to support the GEL and GHL programming to accelerate the capacity for onboarding new businesses and residents.

January 2023 - December 2024

- Support 25 new businesses and 1,000 new residents through programming (including audits, sustainability action plans, budgeting, securing contractors, reporting on reductions, and retrofit incentives), following along with the outlined business case metrics as project checkpoints.
- The LEN will schedule quarterly check-ins with stakeholders, including the City of London's Environment & Infrastructure Service Area, to track project progress and identify areas for improvement.

December 2024

- Complete final project report, highlighting feedback from participants, emission reductions, economic benefits, and next steps for retrofit programming in London.

Funding Requested

The LEN is requesting \$400,000 over 3 years which will fund (1) retrofit project funds for residents and businesses, (2) two additional staff for the LEN's retrofit programs (GHL and GEL) and (3) retrofit program delivery (events, advertising, scheduling platform fees, etc.):

- 2022 – \$45,000
- 2023 – \$182,500
- 2024 – \$172,500

Leveraged contributions (total of \$1,614,811) include:

- Secured:
 - NRCAN Federal Funding - for low-income non-profit housing supports - \$406,811 over 3 years
 - Ontario Trillium Foundation - for upgrades to GHL digital programming - \$135,000 over 2 years
 - Peter Gilgan Foundation - for GHL programming - \$43,000 in 2022 only
- To Be Secured:
 - Corporate Sponsors - for LEN and its programs - \$30,00 over 3 years
 - Federal Retrofit Incentive Funding - for residents - \$1,000,000 over 2 years
 - Enbridge Home Efficiency Rebates - for residents - up to \$5,000

Sustainability

The initiative will speed up the green and just economic recovery in London and result in long-term positive impacts after the City funding ends. This will be most prominently seen through continued emission reductions and energy cost reductions from the completed retrofit projects. For instance, insulating an attic can reduce up to 20% of heating and cooling costs and save hundreds of dollars in heat and cooling costs per year. This provides an economic benefit (as the cost savings can be reinvested into the economy and support business health), and an environmental benefit (as the emission reductions contribute to CEAP targets), which will continue indefinitely after the attic insulation is completed. These impacts will be replicated across the city as we support an anticipated 25 new businesses and 1,000 new residents with retrofit projects by 2024.

Additional long-term economic development outcomes will be seen through the leveraged funds, which will increase total spending for the local retrofit sector and spark further growth of the sector beyond 2024. The LEN has secured \$33,000 in the past three years, which was redistributed to 20 different businesses through incentives and has been leveraged into over \$497,000 being invested locally through solar contractors, garden centers, HVAC contractors, electricians, and sustainability consultants. It is anticipated that the retrofit project incentives will be leveraged to \$1M invested in the local retrofit sector over the next 3 years. This will kick start the necessary transition towards a green economic recovery and create cascading impacts such as increased employment, increased talent recruitment and retention, new partnerships, and building London's reputation as a hub for green economic opportunities.

Business Case Financial Impacts

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

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Retrofit Project Support (ex. air source heat pumps, solar, insulation, fleet upgrades, green infrastructure, etc.)	\$15	\$42.5	\$42.5	\$100
Staff Support for Greener Homes London	\$10	\$45	\$45	\$100
Staff Support for Green Economy London	\$10	\$45	\$45	\$100
Program Delivery (ex. events, education, communications, advertising, etc.)	\$10	\$50	\$40	\$100
Total Project Cost	\$45	\$182.5	\$172.5	\$400
NRCAN Federal Funding: low-income non-profit housing supports - secured	\$105.8	\$168.1	\$132.9	\$406.8
Ontario Trillium Foundation - secured	\$67.5	\$67.5		\$135
Peter Gilgan Foundation - secured	\$43			\$43
Corporate Sponsors - to be secured	\$10	\$10	\$10	\$30
Federal retrofit incentive funding (for residents \$5,000 x 200 projects) - to be secured		\$500	\$500	\$1,000
Enbridge Home Efficiency Rebates (for residents, up to \$5,000) – to be secured	\$5	\$5	\$5	\$15
Leveraged Contributions	\$231.3	\$750.6	\$647.9	\$1,629.8
Net Request (Requested City Investment)	\$45	\$182.5	\$172.5	\$400

Business Case Metrics

** List key performance indicators that will be used to measure the performance of this idea.

Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?

Metric Description	Current	2022	2023	2024
Green Economy London members (Target = 25 new members)	53	58	68	78
New emissions, waste, and water reduction targets set by Green Economy London members (Target = 25 new targets)	0	5	10	10
Average energy cost reductions for participating businesses (Target = Average 10% energy cost reductions)	0%	2.5%	7.5%	10%
Amount leveraged to local retrofit sector from business retrofit incentives (\$50,000) (Target = \$500,000 total)	0	\$75,000	\$212,500	\$212,500
Residents participating in Greener Homes London Home Checkups (Target = 1,000 new residents)	1,000	1,200	1,600	2,000
EnerGuide Audits completed (Target = 400 EnerGuide audits)	9	100	200	400
Residential emission reduction projects completed (Target = 200 emission reduction projects)	0	50	100	200
Average energy cost reductions for participating residents (Target = Average 10% energy cost reductions)	0%	2.5%	7.5%	10%

Amount leveraged to local retrofit sector from residential retrofit incentives (\$50,000) (Target = \$500,000 total)	0	\$75,000	\$212,500	\$212,500
Jobs created in the retrofit sector (measured from local contractors, installers, and consultants engaged through LEN retrofit funds) (Target = 15 total)	0	5	10	15

What are the risks of not proceeding?

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

The most significant risk posed by not implementing the proposed initiative is the inability to meet local climate action targets, specifically the first milestone target of 55% emission reduction by 2030. As outlined in the CEAP, building retrofits are essential for closing the gap. For example, reducing natural gas in buildings by 50% will reduce GHGs emissions by 500,000 tonnes per year. While the London community may feel disappointment by not achieving a goal, the impacts of climate change are much more real and will be felt by residents across London. More frequent and severe weather events like flooding^{ix}, heat waves^x, and extreme temperatures will become the new normal for London as well as public health issues like increase Lyme disease from ticks^{xi}, and this will disproportionately impact those groups that are less equipped to respond to climate change impacts. By taking urgent and immediate action through the building retrofit acceleration proposal, London will be headed in the right direction towards local emission reduction targets, while also creating co-benefits for the economy and surrounding communities.

Additionally, local efforts to transition to a sustainable and inclusive recovery will be stalled, as all the outlined benefits for business health, household affordability and availability, labour market participation, climate change, and employment will not be generated. This may create challenges for Londoners and negatively impact their livelihoods in the short-term. It may also contribute to long-term economic challenges because delaying action will only amplify existing problems identified through the LCRN. By investing in the green economy and resiliency measures now, Londoners and businesses can help to reduce future spending as “every dollar spent in prevention and resiliency equals at least 20 dollars of reactive emergency response”.^{xii}

Other Information

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

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ⁱ [London Free Press – London’s Sustainability Leaders](#)

ⁱⁱ [Canadian Urban Sustainability Practitioner](#)

ⁱⁱⁱ [City of London - Climate Emergency Action Plan](#)

^{iv} [NRCAN - Canada Greener Homes Grant.](#)

^v [Enbridge - Home Efficiency Rebate.](#)

^{vi} [NCRAN – Zero Emission Vehicle Infrastructure Program](#)

^{vii} [SaveOnEnergy – Retrofit Program](#)

^{viii} [Ontario Green Jobs Strategy](#)

^{ix} [Global News – City of London responds to flooding amid record-breaking rainfall](#)

^x [Intact Centre on Climate Adaptation - Irreversible Extreme Heat](#)

^{xi} [Public Health Ontario – Ontario Lyme Disease Map 2022](#)

^{xii} [Environment Journal](#)

Appendix B: LCRN Business Case # 2: ‘Belong: Inclusive Arts Experiences for Children and Youth’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Belong: Inclusive Arts Experiences for Children and Youth

Idea Lead/s:

London Arts Council

Idea Alignment with the LCRN:

The recovery and renewal focus areas are interdependent. All three need to move forward to achieve the recovery vision.

Investing in People

- Educational Attainment:**

The two-year COVID-19 Pandemic school closures disrupted all levels and types of education. This has resulted in learning loss, increased absenteeism, interruption of specialized educational and developmental services, and smooth educational transitions.

Closures precluded the London Arts Council from delivering essential in-class artistic programming through the Arts Education Classroom Experience. This further deprived children and youth opportunities for developing crucial “out of the box” thinking and conceptualization of problem-solving abilities through enhanced, alternative learning experiences. No one learns in the same manner. Belong: Inclusive Artistic Experiences for Children and Youth will fill these voids/gaps and alleviate these losses within our community.

Participation in artistic programming, improves children’s cognitive and emotional development, self-regulation, and academic achievement. The communities (children, youth, families) served through the Belong Program will have access to inclusive, quality artistic programming led by professional and emerging artists. Assisting our children on the road to recovery of full educational opportunities.

London’s youth is in jeopardy and therefore our community is in jeopardy if we do not support them. They must reach their full potential. Higher educational attainment is linked to increased income, lower crime and mortality rates, improved health, and increased participation in civic engagement. The Program provides, by extension, professional development and educational attainment for child and youth workers through access to the development of artistic strategies and concepts, working along side professional artists/emerging artists. These concepts and strategies can be further utilized in their community programming into the future.

Belong: Inclusive Artistic Experiences for Children and Youth will fill these voids/gaps and alleviate these losses within our community. This ensures all Londoners have access to quality education opportunities, supporting individuals and thus the community to recover and thrive. And subsequently, talent retention.
- Income:**

Income refers to the amount of money individuals earn from all sources. Income for artists as creatives can be disparate at the best of times, and usually requires supporting part-time jobs. Having an adequate income means that people can take care of their basic needs. Food, rent, utilities. Basic requirements.

Poverty and financial inequity have been amplified in London by the COVID-19 pandemic, with low-wage workers being particularly impacted by the pandemic due to job loss and the shuttering of many businesses and services. Professional artists, already low-wage earners, suffered loss of income from both artistic engagements and supporting part-time jobs.

Belong: Inclusive Artistic Experiences for Children and Youth provides paid professional development and meaningful work for artists and emerging artists. This income is critical to the financial recovery of professional and emerging artists whose artistic careers and livelihoods, or educational achievement goals have been severely impacted by the COVID-19 Pandemic.

- **Mental Health:**

Mental health encompasses the well-being in which an individual lives and realizes their own abilities, copes with the stresses of life, works and contributes to the world, realizing their own personal abilities.

It is no secret that there's a strong connection between arts/cultural participation and mental health: According to the recent research resource announced by Hill Strategies – Canadians' Arts Participation, Health, and Well-Being (<https://hillstrategies.com/resource/canadians-arts-participation-health-and-well-being/>), there is solid evidence of a connection between cultural participation and mental health.

Everyone, individually, lives in different “states” of “mind” or “mental health.” If people are not in harmony with themselves, they will not be in harmony with their surroundings and community. When individuals are given the ability to access opportunities, and encouraged to do so, as a community we achieve recovery and a community grounded in a state-of-well-being through education and participation. Allowing everyone to realize their ability to contribute to their community, ensures everyone's benefit.

The Belong Program supports local artists, children, youth, and families by providing meaningful creative programming, engaging them in artistic creation, expression, and participation, thus enhancing the mental health and well-being of all the participants.

As London, hopefully, enters a period of recovery from the pandemic, mental health, artistic programming will and should influence both social and economic recovery indicators. In supporting the mental health of our community, the LCRN will contribute to workforce participation, physical health, and social connection, all of which are required for a safe and healthy recovery from the COVID-19 pandemic. Engagement through artistic programming can and will provide needed supports.

Imposed isolation and income loss over the past two and a half years has caused severe mental health stressors within the arts sector. **Belong: Inclusive Artistic Experiences for Children and Youth** provides critical income and creative outlets for professional and emerging artists.

Through professional, social, and experiential educational interactions, artists will regain their creative personal purpose, income, sense of belonging and community engagement, thus reducing mental health stressors.

Driving Prosperity

- **Arts, Culture and Tourism:**

COVID-19 restrictions shuttered many arts, culture, and tourism events and programs. Reduced levels of tourism, cancellation of arts and culture events, and reductions of public and private funding resulted in four out of five businesses in this sector experiencing a decrease in revenue in 2020. Between February and July 2020, real gross domestic product in the arts, entertainment, and recreation subsector decreased by 50%. In comparison, GDP for all Canadian industries fell by 5.6%.

Arts, culture, and tourism provide substantial economic benefits to a community, while also contributing to individual and community well-being by encouraging creative expression and practice. A strong and vibrant arts sector subsequently drives tourism by bringing visitors to

our community to participate in and experience London's culture.

- **Employment:**

A strong economic recovery will require the creation of jobs in existing and new sectors. Investments in job creation brings opportunities for workers and businesses alike. Fair, equitable, and diverse job creation in London will ensure that everyone has the best possible opportunity to participate and benefit from recovery.

Employment is at the heart of smart, sustainable, and inclusive recovery. Meaningful work contributes to positive feelings of self-worth, purpose, and belonging, reduces the risk of depression and psychological distress, improves perceived physical and mental health, and increases financial stability.

The Belong Program provides total paid program development/mentorship hours for professional **mentor** artists (**10**) for 2 ½ years: **1,600 hours/ each artist 160 hours**. Provides total paid program delivery/mentorship hours for **ten** (10) professional **mentor** artists for 2 ½ years: **2,500 hours/ each artist 250 hours**. Provides total paid development/mentorship hours for **fifty** (50) **mentee** emerging artists for 2 ½ years: **4,000 hours/ each mentee artist 80 hours**.

- **Labour market participation:**

Labour market participation reflects the active workforce in London. It includes people who are employed and seeking employment.

An inclusive labour market allows and encourages all people of working age to participate in paid work. Sustainable economic growth requires enhanced labour market participation. As London rebuilds its economy, there is an opportunity to re-envision the labour market and deliberately close existing gaps. The right infrastructure will be required to encourage dislocated youth, female, and racialized workers to rejoin the labour force. The pandemic has opened a unique opportunity to address the long-standing shortcomings in the labour market.

The Belong Program provides meaningful work with critical income/employment for professional and emerging artists supporting their physical, mental, financial, and creative well-being. The Belong Program thus supports the labour market participation of 60 individuals over a 2 ½ year period.

- **Talent Recruitment and Retention:**

Talent recruitment and retention refers to the overall process of engaging, onboarding, training, and keeping skilled employees.

Recovery in the arts and culture sector, has a broader impact on the economy because of the interdependency with other industries such as retail and hospitality. As such, supporting the arts and culture sector in London contributes to the development and retention of local talent supporting local jobs, the local economy, and community vitality.

The Belong Program provides meaningful work with critical income/employment for professional and emerging artists supporting their physical, mental, financial, and creative well-being. The Belong Program thus supports the labour market participation of 60 individuals over a 2 ½ year period.

Fostering Community

- **Anti-Racism and Anti-Oppression; Climate Change and environmental Sustainability:**

The Belong Program provides initiatives and actions focused on reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play.

The Belong Program provides regular/safe settings where children and youth can participate in and contribute to quality arts experiences, created, and delivered by professional senior arts educators and emerging artist assistants from Equity-Deserving communities. The arts experiences will encompass culturally diverse art practices, forms, and themes including social justice, environment and sustainability, social inclusion, exploration, experimentation, and self-reflection. Participants will explore a variety of artistic techniques and processes

reflecting upon and exploring themes including anti-racism, environmental sustainability, and community.

- **Community Belonging:**

A sense of community belonging reflects whether individuals feel connected to a community or group (e.g., social, cultural, professional) and that they matter to one another and to the group.

With the closure of community spaces, programs, schools, and workplaces and reduced in person interactions during the COVID-19 pandemic, people are experiencing a lack of community connection. With people being less involved in their neighbourhood or community and diminished social interaction during the pandemic, more Canadians have reported feeling isolated in 2020 compared to 2019.

The Belong Program provides specialized, community-based (registered and drop-in) experiential artistic programming for children/youth/families across a greater number of communities in London through collaboration with five (5) neighbourhood community centres/libraries - **Northwest London Resource Centre, South London Neighbourhood Resource Centre, Neighbourhood Resource Association of Westminster Park, Crouch Community Centre, Glen Cairn Community Resource Centre.**

Business Case Deliverables & Impact

Idea Summary:

Purpose: The Pandemic, while causing deep and disruptive effects on our economy also laid bare the disproportionate inequities faced by our society’s most vulnerable and marginalized. As a community, we must be empathetic to all, inclusive to all, and support all. LAC’s innovative program aligns and coordinates community efforts to drive a strong, deep, and inclusive recovery for London. Delivered with creativity, compassion, and community, **“Belong: Inclusive Arts Experiences for Children and Youth”** invests in London’s people, community, and collective future as we navigate through this period of recovery and renewal.

London Arts Council (LAC), with the support of the London Community Recovery Network (LCRN), will continue investing in the foundations of a strong, inclusive, and equitable post-pandemic city. LAC develops and implements equitable and inclusive programs through cross sector community collaborations with an organic whole-of-community approach. This approach ensures all Londoners have access to employment, professional development, services and supports that promote physical and mental well-being, inclusivity, and diversity of traditions within their neighbourhoods. These supports are developed through participation in quality artistic programming.

LAC through **Belong: Inclusive Arts Experiences for Children and Youth Program**, meets a proven need for free, quality arts programming experiences for children and youth from low-income and new-comer families, in areas of London where these experiences have been less accessible. The Program encourages peer to peer creative social interactions, young adult with adult role model opportunities, and mentor to mentee relationships.

The program provides regular/safe settings where children and youth can participate in and contribute to quality arts experiences, created, and delivered by professional senior arts educators and emerging artist assistants from Equity-Deserving communities. The arts experiences will encompass culturally diverse art practices, forms, and themes including social justice, environment and sustainability, social inclusion, exploration, experimentation, and self-reflection. Participants will explore a variety of artistic techniques and processes.

LAC, as the steward applicant, will collaborate with five community organizations (sites), to develop and implement **Belong: Inclusive Arts Experiences for Children and Youth Program**. Neighbourhood Resource Centres and public libraries serve unique and diverse populations and have connections with or access to a child and/or youth worker(s), or someone as an intermediary with participants and artist educators/emerging artists. LAC will administer the Program through its operational infrastructure providing calls to artists and emerging artists, police vulnerable sector background checks, hiring, training, supervision of mentorship(s) and their outcomes, payroll, promotion, communications, scheduling, data collection and reporting.

Idea Benefits the Program provides numerous direct benefits to the London community, including

1. Provides total paid program development/mentorship hours for **mentor** artists (**10**) for 2 ½ years: **1,600 hours/ each artist 160 hours**. Professional development, meaningful work with critical income for artists supporting their physical, mental, financial, and creative well-being. Further development of London's professional arts sector, labour market participation, talent retention and supporting community belonging.
2. Provides total paid program delivery/mentorship hours for **ten** (10) **mentor** artists for 2 ½ years: **2,500 hours/ each artist 250 hours**. Meaningful work with critical income for artists supporting their physical, mental, financial, and creative well-being. Further development of London's professional arts sector, labour market participation, talent retention and supporting community belonging.
3. Provides total paid development/mentorship hours for **fifty** (50) **mentee** artists for 2 ½ years: **4,000 hours/ each mentee artist 80 hours**.

Education disruptions, reduced enrolment, student disengagement, and loss of learning were challenges experienced during the pandemic. Evidence indicates pandemic school closures have negatively affected academic achievement and have resulted in learning losses, increased absenteeism, interrupted access to specialized educational/developmental services and disrupted educational transitions. **Belong: Inclusive Arts Experiences for Children and Youth** will fill these voids/gaps and alleviate these losses, supporting educational and professional attainment for youth/young adults.

4. Provides total paid program delivery, mentorship hours (over 2 ½ years) for **fifty** (50) **mentee** artists: **2,500 hours/ each mentee artist 50 hours**. Meaningful work with critical income/employment for emerging artists supporting their physical, mental, financial, and creative well-being. Further development of London's professional arts sector, labour market participation, talent retention and supporting community belonging. Providing support for educational attainment, labour market participation, retention of young talent in our community.

The ability to access educational development directly impacts increased income, lower crime and mortality rates, improved health, and increased participation in political and social institutions.

5. As the COVID-19 pandemic has disrupted all levels and types of education, addressing learning gaps created during the pandemic and ensuring all Londoners have access to quality education opportunities will help individuals and the community to thrive. Provides a total of **five hundred** (500) sessions delivered over 2 ½ years: each location – **one hundred** (100) sessions.

The **Belong: Inclusive Arts Experience for Children and Youth Program** provides specialized, community-based (registered and drop-in) experiential artistic programming for children/youth/families across a greater number of communities in London through collaboration with five (5) neighbourhood community centres/libraries - **Northwest London Resource Centre, South London Neighbourhood Resource Centre, Neighbourhood Resource Association of Westminster Park, Crouch Neighbourhood Resource Centre, Glen Cairn Community Resource Centre**. Labour market participation, income, employment, talent retention, community belonging and inclusion.

Early childhood education improves children's cognitive and emotional development, self-regulation, and academic achievement. The communities (children, youth, families) served by the above-mentioned resource centres, will have inclusive, quality artistic programming led by professional and emerging artists. Participants will explore multiple artistic disciplines and themes including anti-racism, environmental sustainability, and community.

6. Provides, by extension, professional development and educational attainment through artistic strategies and concepts for child and youth workers. Continued, extended employment, talent retention, professional development, wellbeing, income, labour market participation, community well-being.

Idea Timeline

- September – December 2022 – First year program development
- January – December 2023 – First year program delivery/ Second year program development/ Data collection
- January – December 2024 – Second year program delivery/ Data collection.
- January – June 2025 – Final report

Funding Requested – Current fiscal year 2022 to the end of fiscal year 2024 - **\$411,356.00**

Sustainability – The London Arts Council has a proven history of leveraging program investments. LAC will continue working with both private and public sector investors in support of the continuity of the program. At the conclusion of this program, evaluation and future sustainability opportunities will be discussed with the Culture Office.

Business Case Financial Impacts

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

For detailed budget, please refer to [appendix 1], noted below Other Information section.

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Program Development (artist fees and admin)	\$71.4	\$71.4	\$0	\$142.8
Program Delivery (artist fees for planning/ program delivery/ mentorship, materials/supplies, youth worker fees, other, and admin), venue rental	\$0	\$165.5	\$165.5	\$331.0
Total Project Cost	\$71.4	\$236.9	\$165.5	\$473.9
In Kind program delivery space – London Public Library (January 2023 – December 2024)	\$0	\$31.3	\$31.3	\$62.50
Leveraged Contributions	\$0	\$31.3	\$31.3	\$62.5
Net Request (Requested City Investment)	\$71.4	\$205.7	\$134.3	\$411.4

Business Case Metrics

*** List key performance indicators that will be used to measure the performance of this idea. Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?*

Metric Description	Current	2022	2023	2024
Number of professional and emerging artists participating in the program	0	30	60	30
Number of program participants (youth and children)	0	0	2,500	2,500
Number of sessions delivered	0	0	250	250
Number of community centres/libraries involved	0	5	5	5

What are the risks of not proceeding?

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

<p>For the arts community:</p> <ul style="list-style-type: none">• Lack of financial support for artists that are out of work or have had their work severely disrupted due to the impact of the COVID-19 Pandemic.
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- Lack of extensive professional development and training opportunities for emerging artists who could use these opportunities to build their business, skill set and networks and fill voids/gaps in higher educational attainment.

For the intended constituents (low-income and newcomer families, children, and youth):

- Lack of opportunities to participate in cultural, social, and educational community-based activities that are authentic and meaningful.
- Lack of opportunities to participate in experiential, peer to peer and role model learning that is based on artistic and conceptual themes of diversity, inclusion, and empowerment.
- Lack of opportunities to positively express/address mental health issues and challenges through artistic exploration.
- Lack of opportunities to create a sense of belonging, community participation, engagement, sharing and learning.
- Lack of opportunities to create lasting social and professional networks.

For the Neighbourhood Resource Centre’s and Public Libraries:

- Lack of professional, experiential, inclusive and equitable professional artistic programming for low-income and newcomer children, youth, and families.
- Lack of opportunities to develop authentic and meaningful relationships with children, youth, and their families.
- Lack of opportunities to strengthen existing and create new relationships with children, youth, and their families.

Other Information

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

Neighbourhood Resource Centres and public libraries serve unique and diverse populations and play important roles in the delivery of inclusive, community-focused programming and social/community development. The London Arts Council has the support and participation of the following five (5) community centres/libraries in the development and delivery of **Belong: Inclusive Arts Experiences for Children and Youth**. Their mandates are:

Crouch Neighbourhood Resource Centre is a thriving community where everyone reaches their potential. To build a healthy community where everyone belongs and can access resources with dignity.

Glen Cairn Community Resource Centre is an innovative community hub that creates opportunities to gain experience, grow, and work together

The **Northwest London Resource Centre** has a vision to empower and enrich the neighbourhood in an inclusive environment by providing opportunities that engage and empower residents to achieve their personal potential and healthy quality of life.

The **Southwest London Neighbourhood Resource Centre** offers programs and services within the South London Community Centre and within the communities of **Westminster, White Oaks, Westmount, and surrounding areas** in London. Through our programs and services, we work with children, youth, adults, seniors, families, and immigrants. We use a community development approach to provide opportunities that engage and empower residents to achieve their personal potential and a healthy quality of life.

Neighbourhood Resource Association of Westminster Park provides improved resources for the residents of Westminster Park. To provide opportunities among all residents, including youth, families, and seniors. To encourage volunteerism, leadership, and community pride. The Neighbourhood Resource Association of Westminster Park (NRAWP) is a community-based volunteer organization made up of Westminster Park residents. We strive to bring programs and services to the neighbourhood for all residents, both directly and through partnerships with other agencies.

[Appendix 1] Detailed Budget

Belong: Inclusive Arts Experiences for Children and Youth						
Item	Descriptions	One Cycle Amount	2022 (SEP-DEC)	2023 (JAN-DEC)	2024 (JAN-DEC)	Total Amount (2022-2024)
Program Development	5 Mentors - Basic Concept Development for 10 sessions: 8 hrs/session X 10 sessions X \$25/hr X 5 mentors	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 20,000.00
	5 Mentors - Planning Sessions with 25 Mentees (5 mentees per mentor): 8 hrs/session X 10 sessions X 25/hr X 5 mentors	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 20,000.00
	25 Mentees - Planning Sessions with 5 Mentors: 8 hrs/session X 10 sessions X \$20/hr X 25 Mentees	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ -	\$ 80,000.00
	Supplies (One-time material expenses required for session development): \$200/mentor X 5 mentors	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00		\$ 2,000.00
	Other expenses: police check for 30 artists	\$ 2,100.00	\$ 2,100.00	\$ 2,100.00	\$ -	\$ 4,200.00
	Admin/programming/supervision	\$ 8,315.00	\$ 8,315.00	\$ 8,315.00	\$ -	\$ 16,630.00
Sub Total (Program Development)		\$ 71,415.00	\$ 71,415.00	\$ 71,415.00	\$ -	\$ 142,830.00
Program Delivery	5 Mentors - Prep for each session : 2 hrs prep X 10 sessions X \$25/hr X 5 mentors X 5 locations	\$ 12,500.00		\$ 12,500.00	\$ 12,500.00	\$ 25,000.00
	25 Mentees - Prep for each session: 2 hr prep X 10 sessions X \$20/hr X 25 mentees X 1 location	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00	\$ 20,000.00
	5 Mentors - facilitation: 3 hrs/session X 50 weeks X \$50/hr	\$ 37,500.00		\$ 37,500.00	\$ 37,500.00	\$ 75,000.00
	25 Mentees - facilitation: 3 hrs/session X 10 weeks X \$30/hr	\$ 22,500.00		\$ 22,500.00	\$ 22,500.00	\$ 45,000.00
	Materials (Session Materials): \$75/session X 250 sessions	\$ 18,750.00		\$ 18,750.00	\$ 18,750.00	\$ 37,500.00
	Supplies (One-time material expenses required for session delivery): \$400/mentor X 5 mentors	\$ 2,000.00		\$ 2,000.00	\$ 2,000.00	\$ 4,000.00
	Youth workers : \$25/hr X 2 hour X 250 sessions	\$ 12,500.00		\$ 12,500.00	\$ 12,500.00	\$ 25,000.00
	Venue expenses: \$125 X 250 sessions	\$ 31,250.00		\$ 31,250.00	\$ 31,250.00	\$ 62,500.00
	Admin/programming/supervision	\$ 18,513.00	\$ -	\$ 18,513.00	\$ 18,513.00	\$ 37,026.00
Sub Total (Program Delivery)		\$ 165,513.00	\$ -	\$ 165,513.00	\$ 165,513.00	\$ 331,026.00
TOTAL PROJECT COST		\$ 236,928.00	\$ 71,415.00	\$ 236,928.00	\$ 165,513.00	\$ 473,856.00
Leveraged Contributions						
Item	Descriptions	One Cycle Amount	2022 (SEP-DEC)	2023 (JAN-DEC)	2024 (JAN-DEC)	Total Amount (2022-2024)
Venue Rental	In-kind program delivery space - London Public Library	\$ 31,250.00	\$ -	\$ 31,250.00	\$ 31,250.00	\$ 62,500.00
NET REQUEST (Requested City Investment)		\$ 205,678.00	\$ 71,415.00	\$ 205,678.00	\$ 134,263.00	\$ 411,356.00

Appendix C: LCRN Business Case # 3: ‘Argyle BIA Currency Pilot Program’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Argyle BIA Currency Pilot Program

Idea Lead/s:

Argyle Business Improvement Association (Argyle BIA)

Idea Alignment with the LCRN:

LCRN Focus Area and Indicator Alignment:

The Argyle Currency Pilot is aligned with two LCRN focus areas: Driving Prosperity and Fostering Community.

Driving Prosperity:

This pilot aligns with the Driving Prosperity focus area because it provides people with the opportunity to support Argyle businesses by spending BIA designated dollars. This program may also mitigate the negative effects the current and upcoming construction projects (2022 – 2023) will have on the health of the businesses. It also supports economic resilience and recovery, a key pillar of the Argyle BIA.

The indicator chosen for this pilot is **business health**. Research demonstrates that, like the Argyle currency, gift card programs are a catalyst for improving the economic health of businesses through encouraging and increasing local spending in a targeted area, as well as mitigating any of the effects of construction projects within close proximity of businesses.

Fostering Community:

This pilot aligns with the Fostering Community focus area because it provides people with the opportunity to increasingly engage with local Argyle BIA businesses. The indicators chosen for this pilot are **community belonging**, and **community engagement and social isolation**. Part of strengthening the sense of belonging and cohesion within the community is increasing engagement opportunities for its members. The Argyle BIA believes that the Argyle Currency Pilot Program is that opportunity for its community members.

Business Case Deliverables & Impact

Idea Summary:

The Argyle BIA requests \$27,573 to pilot the Argyle Currency Pilot Program in the Fall of 2022. Creating Argyle Currency (a gift card program) builds off the success of the London Tourism Visa Gift Card program and will develop a "made in community" economic and social support system. This currency system will increase local spending to assist businesses with recovering from the past hardships of COVID and mitigate the current and future impacts of construction projects.

To execute this pilot, the Argyle BIA will be utilizing the Miconex system to leverage the numerous benefits it provides, including flexibility for other BIAs to join the program, its data collection capabilities, and start-up assistance it provides with the currency program.

Idea Benefits:

Numerous benefits stem from the development of the Argyle Currency pilot program:

- Creation of a local currency system that is “locked” into the community. Gift cards are guaranteed funding for businesses that will be spent locally within the boundaries of the Argyle BIA.
- The initial allotment of funding on these cards (\$20.00) will be a starting point for spending in local businesses, the intent is to have the initial \$20 be leveraged by additional spending. Research demonstrates that consumers often spend their own funds on top of the card, 50% more than the card amount (refer to the metrics table below).
- Local spending programs like this pilot intend to provide alleviation from the residual effects of COVID and the ongoing impacts of two years of current and future construction projects for Argyle businesses. Customers will also be able to make purchases online which will provide another avenue for small businesses to gain access to the community (captured in the metrics table below).
- The Argyle Currency is an engagement opportunity for community members to demonstrate their sense of belonging in the community. All locations of purchases can be measured by the Miconex system and will be provided in the business case.
- Often, small businesses cannot achieve a gift card program on their own due to high set-up costs and complex closed loop set-ups. This opportunity allows the BIA to provide the much-needed service for small businesses. Miconex works within the existing credit card framework making participation in this program low cost and easily accessible for merchants.
- With Miconex, there is an e-commerce website that allows consumers within the BIA, London and around the world to buy “Argyle Currency.” Stores with an online presence can receive purchases from around the world. Not only is this economically beneficial, but it elevates the status of Argyle and London as an online shopping destination.
- Miconex start-up fees provide several supports that will benefit the Argyle BIA. They will additionally offer partnership opportunities for other London BIAs, in the future, if they would like to start their own program with Miconex. If another BIA wishes to partner, it will need to provide its own marketing, associated materials, and ongoing maintenance fees. Noting that the Argyle BIA will support the development of the system for its partners and provide assistance along the way to develop their own program.
- Overall, the Argyle Currency pilot intends to foster a recovering economy, by creating a sense of community through this engagement and encouragement to spend money locally.

Argyle Currency Pilot Timeline (6 months; August 2022 to January 2023):

August 2022

- Begin to work with the Miconex Project Manager to develop the Argyle Currency program.
- Items to be developed include: marketing plan, evaluation plan, logistics, branding and event launch planning, and outreach to membership.
- Argyle Currency Marketing to be incorporated into the Halloween Event in the Argyle BIA, Santa Claus Parade, and other holiday programming.

September 2022

- Continue to develop the items listed above.
- Outreach into membership. Promote the currency.
- Gain feedback from the membership into the development of this project. Visit businesses to have discussions and receive their input.
- Launch event planning for the Annual General Meeting of its membership.

October 2022

- Continue to develop the items involved with launching the pilot.
- Contribute funds to the future development of this program through the 2023 Argyle BIA Budget.

November 2022

- Launch Argyle Currency at the Annual General Meeting.
- Begin incorporating the Argyle Currency into the Holiday Programs, Santa Claus Parade, etc.

December 2022

- Continue to integrate the Argyle Currency in the Santa Claus Parade and social media holiday campaigns. Specifically add a campaign code to a group of cards to track the spending of those cards and the metrics for the business case for council.

January 2023

- Evaluate the Argyle Currency pilot program.
- Discuss this project in its Strategic Planning for 2023-2025 with the board, membership, and greater community through its partnerships.
- Discuss collaboration with other BIAs at a future meeting.

Funding Requested: \$27,573

Out of the total amount requested, \$17,573 will provide the marketing, logistics, evaluation metrics and all other costs associated with the development of the Argyle Currency program. The development of this program will be in partnership with Miconex. Miconex provides all the information, assistance and support needed to successfully launch and sustain a gift card program geared for BIAs and many communities across the world.

The additional \$10,000 is requested to provide the initial funding for the cards, which as the research demonstrates, will be leveraged to increase the spending of its recipients in the community.

If the pilot is shown to increase spending, business resilience, and increased community engagement after the holiday season, the Argyle BIA will include the program maintenance costs into their annual budget for 2023. In January, this program will be incorporated into the three-year Strategic Plan.

Once this pilot is completed in 2022, in the following year, the Argyle BIA will share its knowledge and experience with this program, to assist other BIAs in London, that do not have a gift card or currency program, to launch their own with the assistance of the Argyle BIA.

Argyle BIA is providing in-kind administrative support to increase the success of this program and is also providing funding to hold a launch event at its Annual General Meeting, where the community and businesses will come together to be educated on this new engagement opportunity. In addition, the BIA is providing marketing and promotional support for this initiative.

Sustainability:

The Argyle BIA was a partner on a previous LCRN initiative led by Tourism London: ‘Support Local Promotional Campaign’. This campaign included London Tourism Visa Gift Cards which were very successfully received in the community. Community members and businesses responded enthusiastically to a gift card / currency program that directly benefited their neighbourhood’s effort to recover socially and economically. This pilot builds on this success.

To launch this pilot, these initial funds are required to set up the Miconex framework and test this program and its benefits for the Argyle community. As a pilot, this start-up support is integral to program sustainability as the unprecedented construction projects in the Argyle BIA would take away from other BIA initiatives. From here, this currency program will assist in mitigating the effects that the ongoing construction projects may have on businesses in Argyle.

Moving forward in 2023, the Argyle BIA will sustain this program through its levy and annual budget. With the metrics provided and experience with the Miconex program, the Argyle BIA will share this information with other BIAs who would like a gift card or currency program in their own BIA and possibly for other community organizations that desire different ways to circulate funds locally in London.

Moreover, if the pilot is successful, one of the lasting impacts of this initiative is that the Argyle BIA will leverage the start-up costs with the Miconex system and provide further opportunities for other BIAs to partner in this gift card program.

Business Case Financial Impacts

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Fastrack Launch Package with Miconex Includes: <ul style="list-style-type: none">- Technical Implementation- Project Support- Business Onboarding Support- Design, print and deliver 2500 gift cards to hold Currency- Launch Plan- Promotional Materials with Branding	\$12,750	\$0	\$0	\$12,750
Gift Card Success Package (\$535 per month for 6 months)* (\$1.25 per member per month for 215 members for 6 months)** Includes: <ul style="list-style-type: none">- Licence and Customer Service- Client Success Assistance- Reporting (Metrics)- Banking Services	(\$3,210* + \$1,613**) = \$4,823	\$0	\$0	\$4,823
Pilot Funding for Gift Cards	\$10,000	\$0	\$0	\$10,000
Sub-Total Project Cost	\$27,573	\$0	\$0	\$27,573
Leveraged Contributions	\$7,800	\$0	\$0	\$7,800
Administration of Program (in-kind) 5 hours a week for 6 months	\$3,600	\$0	\$0	\$3,600
Launch Event (in-kind) 5 hours a week for 2 months	\$1,200	\$0	\$0	\$1,200
Marketing and Promotions	\$3,000	\$0	\$0	\$3,000
Total Project Cost	\$35,373	\$0	\$0	\$35,373
Net Request (Requested City Investment)	\$27,573	\$0	\$0	\$27,573

Business Case Metrics

Through Miconex’s capabilities, data will be easily provided. A sample of some of the data that may be provided, is noted below:

- Measure Return on Investment such as:
 - Redemption Rates
 - Track where money was redeemed
 - Overspend statistics
 - Number of first-time customers
 - Online sales

Below is how the Argyle BIA can provide measures/metrics to determine the success of the program. In November, with the Miconex system, the Argyle BIA will have a “campaign” where the BIA will specifically track a group of the cards and gather data on those cards. With the holiday season, as well, the BIA will measure the success of this program and consider all lessons learned for future investments in the program in the Argyle organization and funds. From here, the Argyle BIA will determine the success of the program and share this knowledge with other BIAs or other community organizations who may be interested in partnering with Argyle to further increase local spending in London.

Metric Description	Current	2022 Average Increase Predictions %	2023	2024
Redemption Rates on Gift Cards	0%	90%		
Overspend on Gift Cards (Funds spent on top of original amount)	0%	50%		
Increase in Online Purchases (sales online that would not occur without gift cards)	0%	25%		
First Time Buyers (sales from stores that the customer would not have purchased anything without gift card)	0%	25%		

What are the risks of not proceeding?

With COVID and the planned construction projects that are ongoing within the Argyle BIA, business health will be negatively impacted in the next two years without any support. After the hardships of COVID, and with the added layer of construction, initiatives like the Argyle Currency Pilot Program help to alleviate the difficulties that these two forces will incur on the community’s social and economic recovery. In 2022, the BIA has provided a substantial marketing package for its membership to assist in mitigating the effects of the construction and move the businesses towards recovery. In 2023, a currency program would be the next best opportunity to support the health of businesses towards their recovery, which will elevate the already planned marketing efforts that the BIA will be investing in. Together with the City, we can move the Argyle community toward social and economic recovery with the currency program.

Other Information

1. The Benefits of Local Currency Programs
<https://youmatter.world/en/what-are-local-currencies-examples/>
 - Local currencies encourage consumers to shop at local businesses, i.e., the ones accepting the local currency;
 - Local currencies increase the local money supply, which increases demand and stimulates local production and employment;
 - Increases the ability of locals to make more informed choices when they go shopping;
 - The reduction of carbon footprints as local businesses are more likely to buy from local suppliers, reducing the kilometers/miles goods have to be transported;
 - They help reverse the globalization and homogenization of cultures trend, connecting people to other people and places they see every day;
 - Local currencies help raise a flag on the identity of a region, potentially attracting visitors and press.
2. <https://slate.com/culture/2008/05/do-local-currencies-really-help-the-communities-that-use-them.html>

This article highlights how the impacts of currency tend to be social rather than a huge upswing in market value, but this would be extremely helpful in our community specifically due to our strong community loyalty.

Appendix D: LCRN Business Case # 4: ‘London Public Library Reading Garden Access from Dundas Place Flex Street’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

London Public Library Reading Garden Access from Dundas Place Flex Street

Idea Lead/s:

London Public Library

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.*

Investing in People:

Mental Health, Physical Health

The Library’s Reading Garden offers a beautiful oasis for Londoners residing, working, or visiting the Downtown Core to have lunch, read, relax, or just get out of the office, get a little exercise, and enjoy the green setting. According to the Canadian Mental Health Association (CMHA), being in green spaces can significantly reduce stress hormones and raise endorphin levels and dopamine production - both of which may promote “happiness.”

Driving Prosperity:

Arts, Culture and Tourism, Business Health

The Dundas Place Flex Street was designed and built by the City of London to make its Downtown Core a destination - to attract tourists and Londoners from across the City and increase economic revenues for downtown merchants. Providing direct access to the Library’s Reading Garden from Dundas Place will have a major impact in achieving these goals:

- Significantly add to the cultural vibrancy on the Flex Street through both Library and Partner programs; and,
- Speak volumes to the resiliency of the Core.

Fostering Community:

Community Belonging, Community Engagement and Social Isolation

The Library’s Reading Garden stands out as substantial and measurable social infrastructure as it is a rare outdoor green space within the Downtown landscape that not only offers opportunities for community interaction and a sense of belonging, but, as a library venue, offers literacy programming, cultural events and even free wifi.

In Eric Klinenberg 2018 book *Palaces for the People*, he discussed the concept of social capital and the benefit of interpersonal contact to a community and finds in libraries “the textbook example of social infrastructure in action.”

“Libraries stand for and exemplify something that needs defending: the public institutions that -- even in an age of atomization and inequality -- serve as bedrocks of civil society. Libraries are the kinds of places where ordinary people with different backgrounds, passions, and interests can take

part in a living democratic culture. They are the kinds of places where the public, private, and philanthropic sectors can work together to reach for something higher than the bottom line.”

Anti-Racism and Anti-Oppression:

The Library’s 2022 – 2026 Strategic Plan has as one of its core values Anti-racism and Anti-oppression, and this value will be a priority focus of all Library initiatives, including Library programs and Library spaces, such as the Reading Garden. The Library leadership has acted over the past few years to address systemic issues including an internal review of practices and the removal of overdue fines which disproportionately affected patrons in marginalized communities.

Working with the City’s Anti-Racism and Anti-Oppression Division has helped the Library to look at additional ways to address systemic issues and to provide support and resources to community initiatives such as the recent Our London Family events and the National Day for Truth and Reconciliation.

The Library has held many programs fostering and celebrating equity diversity and inclusion. Here are some examples:

- The Library recently launched a pilot program with the CMHA to hire a full-time social worker to help work with, and refer for help, our patrons with mental health, addiction, and home insecurity issues. With the gate open to the Flex Street, the opportunity exists to engage more directly with these patrons, provide a more inclusive environment, and develop inclusive programming specifically designed for their needs.
- The Library has participated in and supported Pride events in London for many years, including hosting film festivals and community displays, participating in the annual Pride parade and in recent years, hosting the well-attended Drag Story Times for families.
- The Library has partnered with the +Positive Voice program at Nokee Kwe to host art exhibits at the Central Library by the participants in this program, along with other events. The main floor of Central Library was devoted to the *Shades of Our Sisters* exhibit, which honours Missing and Murdered Indigenous Women, Girls, Transgender and 2 Spirit Peoples as well as hosting Red Dress Day displays during the month of May at the Central Library.
- The Library has worked with a number of Indigenous organizations and individuals to offer lectures, conversations, and other programs at the Central Library for adults and families to celebrate Indigenous art and knowledge and to support learning and understanding.
- Library staff sit on the Black History Coordinating committee and the Central Library hosts programs and provides space and organizational support for Black History Month events, including the very popular Family Day event.

These activities have taken place in the Library’s indoor spaces, however having an accessible and welcoming entrance off the Flex Street will allow the Library to create and partner with organizations to expand programming in the Reading Garden and will draw in members of our community who may not comfortably walking through our front doors. For example, the Library partnered with the London Music Office to host a popular local music series called *Music Mondays* in the Reading Garden through the summer which was funded by TD Canada Trust and provided all members of the community with the opportunity to enjoy local musicians for free in the Reading Garden. Opening the Reading Garden to all would be a practical and symbolic gesture to expand our efforts to the Downtown Core.

Business Case Deliverables & Impact

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

Idea Summary: The Library’s Central Library acts as a gateway to Dundas Place on its Eastern end and has one of the Flex Street’s largest footprints. The Library’s Reading Garden sits on the Eastern side of the Library and is beloved by its patrons. Although it is visible from Dundas Place through a fence on the Library Terrace, due to a steep grade and fencing, the only access point is through the first floor Children’s room of the Central Library. Currently, the Garden cannot support events being hosted on the Flex Street, nor can members of the public be invited into the space without passage through the building.

The Library is seeking to provide access to the Reading Garden directly from the Dundas Place Flex Street by addressing the grading issue and installing a new secure fence with a lockable gate. This effort is part of a larger strategic approach of bringing the Flex Street into the Library space.

Idea Benefits: Providing direct access to the Library’s Reading Garden from Dundas Place will significantly add to the cultural vibrancy on the Flex Street by allowing easier community access to the garden and the free programs for children and adults that the Library regularly holds during the warmer months. Some examples of benefits:

- Providing an additional venue for music performances and festivals, such as the aforementioned *Music Mondays*, contributes to the City’s efforts to build on its UNESCO designation.
- The Library runs multiple book clubs, including some in partnership with local organizations such as My Sisters Place and London Intercommunity Health Centre, and would explore running an outdoor book club for the downtown community. Outdoor physical activity programs such as yoga and tai chi would be offered along with family story time. A story walk and outdoor movies will be offered during warmer months.
- The Reading Garden is an important natural space with a Pollinator Garden and Carolinian plantings. The Garden is an important venue for our Environmentalist in Residence programming for adults and families offered in partnership with the City of London.
- The Library also works in partnership with the City of London and the London Arts Council to host musical events, as well as the Downtown London BIA and Tourism London to host festivals that support the performing arts. The Flex Street was designed and built by the City of London to make the Downtown Core a destination. London Public Library is a major anchor of Dundas Place and access to the Reading Garden would have a major positive impact in achieving these goals.
- The Library has worked with London’s Music Officer to host events in the Garden and with RBC Place London as ad hoc space for conventions. It has supported many art shows and festivals such as *Nuit Blanche*. Access. For people to enter off Dundas Street was always a challenge and the lack of an entrance made it difficult for participants to enjoy the activities being offered in the space. An improved entrance makes this space much more attractive to festivals and artists to host their events.

These programs support the great work of the City’s arts and community organizations and showcase the many programs that the Library organizes. Entry from the street, would potentially make it possible to provide access to these events and others all year round.

Idea Timeline: The implementation will be wholly dependent on if/when the LCRN City funding was awarded, and current supply chain issues. Given current timelines, the Library leadership would conduct a public procurement process to hire a Landscape Design Company by the end of 2022, award the contract and develop a design plan by the end of Spring 2023, undertake construction in the Fall of 2023 and be open to the public by the Spring of 2024.

Funding Requested: The Library is requesting \$250,000 from the LCRN designated funding. This is based on the most recent cost estimate for the construction needed to open the Garden to the Flex Street, but it is expected that the cost will rise due to inflation and other factors, and we have assumed a 20% increase in the *Financial Impacts* table. Any additional funding required above the original estimate will be addressed by utilizing discretionary donor funds as the Library’s capital budgets are fully committed. An estimated contribution, based on the 20% increase, is noted below in the *Financial Impacts* table.

Sustainability: As the downtown core becomes a destination, the Library’s Garden will not only continue to serve as an oasis, but also a place for people to rest who have been shopping all day, a venue for music festivals as the City builds on its UNESCO designation, a recognizable spot for people to meet their friends downtown, and of course, a place to celebrate culture, literacy, and community.

Business Case Financial Impacts

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

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Professional Service Fees	\$22	\$88	\$22	\$132
Permits	\$16	\$16	\$0	\$32
Construction and Materials	\$0	\$82	\$54	\$136
Administrative and Operating*	\$5	\$5	\$40	\$50
Total Project Cost	\$43	\$191	\$116	\$350
Internal Reallocation from Operating Budget	\$5	\$5	\$40	\$50
Contribution from Donor Funds	\$0	\$25	\$25	\$50
Total Leveraged Contributions	\$5	\$30	\$65	\$100
Net Request (Requested City Investment)	\$38	\$161	\$51	\$250

* Includes, but is not limited to; staff project management, marketing, security, and programming.

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	2019	2024
Garden Visits	3,950	8,000
Programs	27	100
Programs - Children		40
Programs – Adults		30
Programs Celebrating Diversity		10
Music Events		10
Dundas Place Festival Participation		10
Attendance at Programs and Events	2,458	10,000

*2019 was the last year the Library was able to hold programs or open the garden to the public for a full year. At that time, the Library did not track programs by sub-category, but will do so going forward. If funding is provided, the Library would likely need to close the garden for a significant period of time in 2023. The Library has included estimates for 2024 assuming it will be open a full year with no restrictions.

What are the risks of not proceeding?

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

- The potential vibrancy that the Reading Garden can add to Dundas Place will not be realized and its post-COVID potential muted with pedestrians not able to directly benefit from one of the few green spaces on the Flex Street.
 - A Missed opportunity on supporting the UNESCO City of Music designation through music related activations.

Other Information

Klinenberg, Eric. *Palaces for the People: how social infrastructure can help fight inequality, polarization, and the decline of civic life*. New York: Crown, 2018

Letters of Support:

- Downtown London BIA
- London Arts Council
- Tourism London

Appendix E: LCRN Business Case # 5: ‘London Innovation Challenge’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

London Innovation Challenge

Idea Lead/s:

TechAlliance of Southwestern Ontario

Idea Alignment with the LCRN:

The 2022 London Innovation Challenge was designed to address London’s recovery needs by inspiring local, creative innovators to solve for technology and social challenges that are aligned with the LCRN goals of Investing in People, Driving Prosperity, and Fostering Community. Six innovators brought forward solutions to impact other businesses, community organizations and citizens, creating job stability and overall community resiliency.

As anticipated, The London Innovation Challenge proved to be successful in its first two challenges. Through the distribution of \$20,000 The winning companies – Caring Support, Locorum, Zersent, In The ClearZone, Labourly, and SizeWize – were able to create 14 new jobs in their organizations, support 500+ local and international students in their future employment, launch 3 new products and leverage additional capital investment of \$2.25+ million.

Through these efforts, the London Innovation Challenge restarted and rejuvenated London’s recovery, while strengthening our community and growing our economy

LCRN Focus Area Alignment:

- Investing in People
- Driving Prosperity
- Fostering Community

LCRN Indicator Alignment:

- Investing in People
 - Income
 - Through the challenge businesses may develop new roles and generate income for individuals
- Driving Prosperity
 - Arts, Culture and Tourism;
 - By developing tools to help the creative industries there is opportunity for more arts and culture thereby increasing tourism
 - Business Health; Employment; Labour Market Participation; Talent Recruitment and Retention
 - By supporting these developing businesses and products we can create healthy business environments where there can be new employment pathways for new talent to participate in the labour market and retain current employees for the supported businesses
- Fostering Community
 - Immigration and Migration
 - Tools may be created to bring migrant and international job seekers to London

Business Case Deliverables & Impact

Positive disruptors can create pathways for London’s economic and social prosperity and creative industries. Innovators and tech entrepreneurs are prepared to take their place as leaders in today’s contemporary economy and require a partner who intimately appreciates the challenges and opportunities that come with it.

As a vetted and trusted ecosystem collaborator, experienced in designing and executing successful innovation challenges like the first two London Innovation Challenges (<https://techalliance.ca/londoninnovationchallenge/>). See Appendix 1. TechAlliance will frame milestone expectations and manage distribution of funding for recipients who are solving the pressing priorities of the LCRN’s focus areas.

The next evolution of the London Innovation Challenge will comprise of two challenges, addressing the unique needs of delivering prosperity for our local creative industries of music, film, media arts and digital gaming. By inspiring local, creative innovators to solve for the technology gaps, TechAlliance hopes the challenge develops new products and services to help bolster our creative industries. Innovators will bring forward solutions to impact other businesses, organizations, and citizens, creating job stability and overall community resiliency.

A diverse adjudication panel comprised of City of London civic administration designates, alongside industry leaders, representing the tech and creative industries sectors will select four different recipients over two Challenges: Winter/Spring 2022/2023 and Winter/Spring 2023/2024. Examples of what the London Innovation Challenge could address:

- 1. An application to help connect local talent and assets in media arts and gaming, helping employers understand the skill sets available London
- 2. Digital tools to help local creators gain access to creative equipment/spaces.
- 3. Tools to solve issues of creators acquiring access to local talent/licensed music

Challenge statements would be submitted to the LCRN for review, discussion, and approval prior to launch. Through these efforts, the London Innovation Challenge will restart and rejuvenate London’s recovery, while strengthening our creative industries community and growing our economy.

The Business Case recommends a \$160,000 allocation to support the funding of the Challenge, whereby four innovators will solve a gap identified for London’s recovery and development of the creative industries. Additionally, there are operating cost impacts of \$120,000 for hiring a project manager, storytelling, brand building, and custom business coaching for the Challenge recipients.

Idea Summary
Innovation Challenge to bolster the creative industries with London-developed technical innovations.

Idea Benefits
The London Innovation Challenge will restart and rejuvenate London’s recovery, while strengthening our creative industries community and grow our economy.

Idea Timeline
Winter/Spring 2022/2023 and Winter/Spring 2023/2024

Funding Requested
\$280,000

Sustainability
For subsequent Innovation Challenges, further funding will be required. TechAlliance will adapt the problem statement to align with emerging needs identified by the City of London beyond 2024.

Business Case Financial Impacts

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Operating Cost Impacts	\$60	\$60	\$0	\$120
Recipient Investment		\$80	\$80	\$160
Total Project Cost	\$60	\$140	\$80	\$280
Net Request (Requested City Investment)	\$60	\$140	\$0	\$280

Business Case Metrics

Metric Description	Current	2022	2023	2024
Number of Innovators Funded	N/A	0	2	2
Number of Jobs Created	N/A	0	TBD	TBD
Number of New Products Launched	N/A	0	TBD	TBD
Private investment leveraged	N/A	0	TBD	TBD

What are the risks of not proceeding?

Without innovation at the forefront, London risks the recovery and development of our creative industries by not harnessing the speed and scale of ubiquitous technology deployment. By not proceeding, we eliminate some potential to be agile and build back better with diverse stakeholders and necessary sectoral representation for economic advancement.

Other Information

Like the first two challenges we expect to build an adjudication panel of 6-8 senior high level industry experts, who will volunteer their time for approximately 10 hours each per challenge.

Appendix 1:





REIMAGINE SYSTEMS FOR PEOPLE.

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



STRENGTHEN BUSINESS HEALTH.

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

NOV 2021 - MAR 2022

EMBRACING LOCAL INNOVATION.



14

Jobs created internally in recipient companies

500+

Students with new opportunities for future employment

3

New products launched from recipient companies

727+

Businesses benefited from products released as part of the London Innovation Challenge

\$2.25M+

Additional capital investment leveraged as a result of the London Innovation Challenge

Appendix F: LCRN Business Case # 6: ‘London Tech Talent Growth’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

London Tech Talent Growth

Idea Lead:

TechAlliance of Southwestern Ontario

Idea Alignment with the LCRN:

Growing and connecting tech talent to employers is one of the ways TechAlliance can drive prosperity, invest in people, and foster community in London. Growth can come in many forms, from new graduates to new Londoners relocating here from around the country or the world.

The London Tech Talent Growth plan has three pillars: fostering emerging student talent with the ‘Tech Talent Exchange’, connecting internationally trained job seekers with ‘Tech Connect’, and enabling local and migrant job seekers through ‘The Rebuild Roster’.

LCRN Focus Area Alignment:

- Investing in People
- Driving Prosperity
- Fostering Community

LCRN Indicator Alignment:

- Investing in People
 - Income
 - Connecting talent to employers to generate income for individuals
- Driving Prosperity
 - Business Health; Talent Recruitment and Retention
 - Employers having more access to talent improves their recruitment strategies and the overall health of the business which aids in retaining employees
 - Employment; Labour Market Participation
 - Creating employment connections brings further labour market participation to London and drives overall prosperity
- Fostering Community
 - Community Belonging; Immigration and Migration
 - Creating experiences for individuals to connect with employers increases a sense of community which is welcoming for international and migrant job seekers to the City of London

Business Case Deliverables & Impact

London Tech Talent Growth is an overarching plan focusing on the growth and retention of tech talent in London.

As mentioned above the plan rests on the three pillars of fostering emerging student talent, connecting internationally trained job seekers, and enabling local and migrant job seekers while supporting employers. As a vetted and trusted ecosystem collaborator, TechAlliance is experienced

in developing and executing on experiences to foster community. To enable this TechAlliance will create pathways for London’s economic prosperity and the growth of its tech talent through funding for following experiences:

Tech Connect: In collaboration with Immploy who will leverage their network of international talent and mentors, Tech Connect creates the opportunity for relationship building between internationally trained professionals in the tech sector and some of our region's most innovative ventures. Employers will learn about contemporary hiring practices, benefits of mentoring, cultivating intercultural competency and connect with talent ready to work in tech. This interactive matchmaking experience brings together internationally trained newcomer talent with employers, people managers, hiring supervisors and human resources professionals in the tech sector. Leveraging this existing experience and growing it will further London’s recovery of talent recruitment of international job seekers, creating employment and income, community belonging, and improving business health. The Business Case recommends \$5000 per year to successfully host an additional \$5000 per year for operating costs impacts for this experience.

Tech Talent Exchange: Provides a space to make focused, intentional connections with emerging student talent. In this reverse pitch talent exchange, tech sector human resources professionals pitch open opportunities via a 60-second pitch to provide an overview of their company to the audience of trained, qualified students from Western University, Fanshawe College and Lambton College. Leveraging this existing experience and growing it further with our partners at Western University, Fanshawe College and Lambton College will continue to manage the student network and market the experience to them. This enhanced experience will further London’s recovery of talent recruitment keeping students in London, including of international and migrant students, creating employment and income, community belonging, and improving business health. The Business Case recommends \$5000 per year to successfully host an additional \$5000 per year for operating costs impacts for this experience.

The Rebuild Roster: An existing directory of job seekers with technical expertise or with an interest in working with a technology company. Born out of early LCRN discussions TechAlliance built this Future of Good’s Canada’s Top 100 Recovery Project to bring exposure to qualified individuals experiencing underemployment. Using The Rebuild Roster, job seekers can showcase a brief overview of their qualifications and public portfolios and complement their active search with a continuous signal that they are open to being contacted about opportunities. Leveraging the investment TechAlliance has already made into the tool, the business case recommends \$60,000 to successfully redesign the tool to improve user experience and market the tool to raise awareness to local talent and attract more migrant workers to the London area. Additionally, there are operating cost impacts of \$60,000 for project management and maintenance of the tool.

Idea Summary

London Tech Talent Growth is an overarching plan focusing on the growth and retention of tech talent in London.

Idea Benefits

The London Tech Talent Growth plan rests on the three pillars of fostering emerging student talent, connecting internationally trained job seekers, and enabling local and migrant job seekers while supporting employers.

Idea Timeline

Tech Connect 2022-2024, 1 experience per year
Tech Talent Exchange 2022-2024, 1 experience per year
The Rebuild Roster 2022-2024, Redevelopment in 2022, maintenance 2023-2024

Funding Requested

\$180,000

Sustainability

TechAlliance anticipates all experiences will continue beyond 2024.

Business Case Financial Impacts

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Tech Connect				
Operating Cost Impacts	\$5	\$5	\$5	\$15
Design, Development & Marketing	\$5	\$5	\$5	\$15
Tech Talent Exchange				
Operating Cost Impacts	\$5	\$5	\$5	\$15
Design, Development & Marketing	\$5	\$5	\$5	\$15
The Rebuild Roster				
Operating Cost Impacts	\$40	\$10	\$10	\$60
Design, Development & Marketing	\$60			\$60
Total Project Cost	\$120	\$30	\$30	\$180
Net Request (Requested City Investment)	\$120	\$30	\$30	\$180

Business Case Metrics

Metric Description	Current	2022	2023	2024
Number of Students Served	300	500	500	500
Number of Internationally Trained professionals connected	75	150	150	150
Number of Job Seekers promoted	100	150	250	250

What are the risks of not proceeding?

Without the London Tech Talent Growth plan London risks the recovery and further development of our tech talent pool and the long-term economic growth of our city. By not proceeding we eliminate the potential to harness emerging student talent, connect internationally trained job seekers, and support local and migrant job seekers; thereby stifling the drive for prosperity, the investment in diverse stakeholders, and overall tech community in London.



June 30, 2022

To: The London Community Recovery Network

RE: Letter of support - London Art Council

Crouch Neighbourhood Resource Centre is a neighbourhood organization that works to build a healthy community where everyone belongs and can access resources with dignity. Our organization has a 50 year history of community development initiatives within the neighbourhood surrounding the London, Ontario mainstreet of Hamilton Road.

We are pleased to submit this letter in support of the London Arts Councils collaborative initiative *Belong: Accessible Arts Experiences for Children and Youth*. We strongly believe this program will be beneficial for all children, youth and families in our community who access our services. We are confident that the program will result in personal growth and reflection for participants, especially due to the valuable mentorship component.

Crouch Neighbourhood Resource Centre will provide programming space and will refer children and youth to the program. We will also ensure that there is a trained Child and Youth worker present to co-facilitate each session. The program will be broadly advertised on all social media platforms and throughout the community to reach current and future child and youth program participants.

Please contact me at 519-642-7630 or jmartino@crouchnrc.org if you require any further information.

Thank you,

A handwritten signature in black ink that reads 'Jennifer Martino'.

Jennifer Martino, Executive Director
Crouch Neighbourhood Resource Centre

June 30, 2022

To: The London Community Recovery Network

We at Glen Cairn Community Resource Centre strongly support and are interested in participating in the London Arts Council's collaborative initiative *Belong: Accessible Arts Experiences for Children and Youth*. We feel that this program will be highly beneficial for the children, youth and families who access our services and constitute our community.

We are confident in the thoughtful methodology that the London Arts Council will administer and deliver this program is based on authentic and creative peer-to-peer social interactions, role model relationships, as well as personal reflection and growth. Outcomes such as these are possible because this program will provide a safe and consistent setting where children and youth can participate in high quality arts experiences that are developed and delivered by a considered selection of professional arts educators and their mentees. These arts experiences will encompass a significant number of culturally diverse artistic techniques and processes coupled with the exploration of socially conscious themes encompassing social justice, environmental stewardship, inclusion, identity connection and empowerment.

As this is a collaboration, Glen Cairn Resource Centre will:

- Provide a room in our Centre (and/or ensure the access to a room in Pond Mills London Public Library branch) for weekly art sessions on an in-kind basis.
- We will also ensure that one of our trained child and youth workers will attend and help facilitate each session.
- Furthermore, we will support this program by advertising and promoting it widely in our area neighbourhoods, and to the children, youth and families who engage in our various programs.



244 Adelaide St. S. London
Ph: (519)-668-2745

 www.gccrc.ca  [@glen_cairn](https://twitter.com/glen_cairn)  [/glen.cairn92](https://www.facebook.com/glen.cairn92)

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MINISTÈRE DES SERVICES
SOCIAUX ET COMMUNAUTAIRES

These provisions will enable Glen Cairn Community Resource Centre to create new, and further build existing relationships with the children, youth and families who will attend these art sessions on a pre-registered and drop-in basis.

If you require any additional information about this letter, feel free to contact me at 519-668-2745 or 226-926-1222.

Sincerely,

Stanislav Rajic

Executive Director

Glen Cairn Community Resource Centre
244 Adelaide Street S, London ON,
N5Z 3L1



244 Adelaide St. S. London
Ph: (519)-668-2745

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[/glen.cairn93](https://facebook.com/glen.cairn93)



June 22, 2022

To Whom It May Concern:

Re: Letter of Support for London Public Library, London Community Recovery Network Application

Greetings,

I am delighted to provide this letter of support for the London Public Library's LCRN application seeking funding to construct street access to the Library's reading garden from Dundas Place.

Downtown is a vibrant destination of core area activities including a mix of gallery, music and performing spaces. Located in London's Culture District, *Dundas Place* is situated between Wellington and Ridout Streets, nestled amongst heritage buildings and new architecture. Dundas Place is a flexible street shared by pedestrians, cyclists, and motorists with special design treatments such as extra wide curb-less sidewalks, parking spaces that easily transform into patios, or street performance space. In its infancy Dundas Place opened to the public in early 2020 just prior to the pandemic's first provincial shutdown.

The Central Library Branch occupies a large, critical part of the Dundas Place footprint. The Library's reading garden is one of the most charming spaces along this stretch offering a garden oasis for downtown dwellers to gather to enjoy music, poetry and of course, read. Admired and appreciated by so many, its enjoyment is only limited by its accessibility to the street. Currently, its visible from Dundas through a wrought-iron fence, there is no access except through the first floor of the Central Library. To support and promote activity on Dundas Place and remain true to its mission of accessible spaces the Library is seeking to provide access from the flex street to the garden as well as the programs the Library and its community partners regularly holds in this beautiful community space.

The London Arts Council looks forward to continuing our collaborative work with London Public Library on this exciting initiative and many more. We hope we can count on your support.

With Regards,

Eunju Yi, Executive Director

Eunju Yi (she/her)
Executive Director | London Arts Council
267 Dundas Street, Main floor | London ON | N6A 1H2
519.439.0013 | @LdnArtsCouncil | www.londonarts.ca



June 21, 2022

To Whom It May Concern:

Re: Letter of Support for London Public Library's application to the LCRN Recovery Fund.

On behalf of Downtown London, this letter is being submitted in support of London Public Library's LCRN Recovery Fund application seeking funding to construct street access to the library's reading garden from Dundas Place in London.

Dundas Place is a destination for shopping, dining, art, and celebration. From Wellington to Ridout Streets, Dundas Place is a flexible street shared by pedestrians, cyclists, and motorists. With extra wide sidewalks and no curbs, parking spaces can easily transform into patios, be used for sidewalk sales, or by street performers. Dundas Place opened on Dec 9, 2019, just prior to the pandemic and its potential as a downtown destination has yet to be tapped.

The Library's Central Library sits at the east end of Dundas Place and has one of its largest footprints. The library's reading garden, a beautiful green space, is beloved by our patrons. Although the garden is visible from the flex-street through a wrought-iron fence, there is no street access except through the first floor of the Central Library. With street level accessibility from Dundas Place, it will allow easier entry for those with mobility challenges. Additionally, it will permit better coordination of this space when planning community activities and programming throughout the seasons on Dundas Place - London's most exciting place to enjoy culture and celebrate.

Downtown London looks forward to working with the London Public Library on this exciting initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "Barbara Maly", is written over a horizontal line.

Barbara Maly
Executive Director
Downtown London
123 King St.
London, Ontario, N6A1C3
barbara@downtownlondon.ca

519-663-2002 x101



June 28, 2022

To: The London Community Recovery Network

The London Public Library is in strong support of London Arts Council's collaborative initiative *Belong: Accessible Arts Experiences for Children and Youth*. We will be participating in this initiative by offering space for this program at library locations. Furthermore, we will support this program by advertising and promoting broadly, and to the children, youth and families who engage our various programs.

We feel this program would be extremely beneficial to our patrons who frequently ask us for art programming. It is often difficult for us to find professional art educators that we can afford.

Belong: Accessible Arts Experiences for Children and Youth will encompass a significant amount of culturally diverse artistic techniques and processes coupled with the exploration of socially conscious themes encompassing social justice, environmental stewardship, inclusion, identity connection and empowerment. We look forward to strengthening our existing relationships with the children, youth and families who will attend these art sessions.

Sincerely,

Dayna Peebles

Dayna Peebles
Coordinator, Programming and Outreach Services
London Public Library
519-661-5100 ext 5850
dayna.peebles@lpl.ca



P.O.Box 37083, RPO Southdale
900 Adelaide St. South
London, ON N6E 3T3

June 29, 2022

To: The London Community Recovery Network

We at the Neighbourhood Resource Association of Westminster Park strongly support, and are interested in participating in the London Arts Council's collaborative initiative *Belong: Accessible Arts Experiences for Children and Youth*. We feel that this program will be highly beneficial for the children, youth and families who access our services and formulate our community. We are confident in the thoughtful methodology by which the London Arts Council will administer and deliver this program because it is based on authentic and creative peer to peer social interactions, role model relationships as well as personal reflection and growth. Outcomes such as these are possible because this program will provide a safe and consistent setting where children and youth can participate in high quality arts experiences that are developed and delivered by a considered selection of professional arts educators and their mentees. These arts experiences will encompass a significant amount of culturally diverse artistic techniques and processes coupled with the exploration of socially conscious themes encompassing social justice, environmental stewardship, inclusion, identity connection and empowerment.

As this is a collaboration, Neighbourhood Resource Association of Westminster Park will provide a room in our centre (and/or a room in a London Public Library) for weekly art sessions on an in-kind basis. We will also ensure that one of our trained child and youth workers will attend and help facilitate each session. Furthermore, we will support this program by advertising and promoting broadly, and to the children, youth and families who engage our various programs. These provisions will enable Neighbourhood Resource Association of Westminster Park to create new, and further build existing relationships with the children, youth and families who will attend these art sessions on a pre-registered and drop-in basis.

If you require any additional information, feel free to contact me at: nrawp.volunteers@gmail.com

Sincerely,

Kelly Clark-Emery
Manager Neighbourhood Community Development Westminster and Youth Services
Neighbourhood Resource Association Westminster Park



To: The London Community Recovery Network

We at South London Neighbourhood Resource Centre strongly support, and are interested in participating in the London Arts Council's collaborative initiative *Belong: Accessible Arts Experiences for Children and Youth*. We feel that this program will be highly beneficial for the children, youth and families who access our services and formulate our community. We are confident in the thoughtful methodology by which the London Arts Council will administer and deliver this program because it is based on authentic and creative peer to peer social interactions, role model relationships as well as personal reflection and growth. Outcomes such as these are possible because this program will provide a safe and consistent setting where children and youth can participate in high quality arts experiences that are developed and delivered by a considered selection of professional arts educators and their mentees. These arts experiences will encompass a significant amount of culturally diverse artistic techniques and processes coupled with the exploration of socially conscious themes encompassing social justice, environmental stewardship, inclusion, identity connection and empowerment.

As this is a collaboration, South London Neighbourhood Resource Centre will provide a room in our centre (and/or a room in a London Public Library) for weekly art sessions on an in-kind basis. We will also ensure that one of our trained child and youth workers will attend and help facilitate each session. Furthermore, we will support this program by advertising and promoting broadly, and to the children, youth and families who engage our various programs. These provisions will enable South London Neighbourhood Resource Centre to create new, and further build existing relationships with the children, youth and families who will attend these art sessions on a pre-registered and drop-in basis.

If you require any additional information, feel free to contact me at: nneedham@slncrc.ca

Sincerely,

Nancy Needham
Executive Director
South London Neighbourhood Resource Centre

267 Dundas Street
Suite 201
London, Ontario
N6A 1H2

P 519.661.5000
T 1.800.265.2602
E tourinfo@londontourism.ca

londontourism.ca

June 23, 2022

To Whom It May Concern:

Re: Letter of Support for London Public Library's LCRN Recovery Funding application.

This letter is being submitted in support of London Public Library's LCRN Recovery Funding application seeking funding to construct street access to the Library's Reading Garden from Dundas Place in London.

Dundas Place is a destination for shopping, dining, art, and celebration. From Wellington to Ridout Street, Dundas Place is a flexible street shared by pedestrians, cyclists, and motorists. With extra wide sidewalks and no curbs, parking spaces can easily transform into patios, be used for sidewalk sales, or by street performers. Dundas Place opened on Dec 9, 2019, just prior the Pandemic and its potential as a downtown destination has yet to be tapped.

The Library's Central Library sits at the east end of Dundas Place and has one of its largest footprints. The Library's Reading Garden is beloved by our patrons, and although its visible from Dundas through a wrought-iron fence, the only access point is through the first floor of the Central Library. To promote cultural vibrancy on Dundas Place, the Library is seeking to provide entry from the flex street for easier access to the garden and the free programs for children and adults that the Library regularly holds during the warmer months. These programs often support the great work of the City's arts and community organizations.

We look forward to working with London Public Library on this exciting initiative.

Sincerely,



Cheryl Finn



London City Council
300 Dufferin Ave.
London ON, N6B 1Z2

July 22, 2022

The Old East Village BIA submits this letter in order to support the London Environmental Network's (LEN) LCRN Business Case, Green Economic Stimulus: Building Retrofits for Local Residents and Businesses.

We feel strongly that removing barriers through programming and incentivization will help Old East Village residents and businesses make strides towards sustainability goals that align with the London Climate Emergency Action Plan. Incentivizing our businesses and residents has a tremendous impact on their actions, and we trust the LEN to deliver microgrants and provide support in a fair, conscientious and impactful way.

Many of our businesses already benefit from the great opportunities that LEN's Green Economy London (GEL) program has offered. London Brewing and The Western Fair District are both active members of GEL and have utilized their green project support dollars in the past to develop and implement waste diversion and emission reduction strategies through an auditing, action planning, and project support process that was easy and supportive.

GEL has helped our businesses effectively communicate their sustainability goals and successes, and we look forward to working with them in the future to support more of our catchment area and feel this business case aligns with our organizational sustainability goals and will help foster our relationship with GEL / LEN.

Our businesses are supported by our residents. Encouraging Old East Village residents to make efficiency upgrades to their homes will keep more money in their pockets that would have otherwise been spent on rising energy costs. These dollars will then stay in our neighbourhoods and our city and help promote economic growth through a sustainability lens, which is a win for everyone.

We will be happy to work with LEN to roll out these programs with our residents and businesses and are in full support of this business case.

Please feel free to contact me with any questions or comments.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Pastorius".

Jennifer Pastorius
General Manager

Cc: Maria Drangova, Old East Village BIA Board Chair



July 25, 2022

**London & District
Construction
Association**

331 Aberdeen Drive
London ON Canada
N5V 4S4
Tel. 519.453.5322
Fax. 519.453.5335
info@ldca.on.ca
www.ldca.on.ca

Past Presidents

Harry E. Hyatt, 1947
Herb Cocker, 1948
Howard L. Hayman, 1949
William D. Graham, 1950
Norman A. Putherbough, 1951-53
Herb Cocker, 1954
Osman Ellis, 1955
Len E. Fenn, 1956
G.W. Benbow, 1957
Fred C. Ansley, 1958
C.K. Northey, 1959
R.F. Harris, 1960
Robert D. McMurdo, 1961-62
Charles J. Nolan, 1963-64
H. Robert Hayman, 1965-66
William A. McDougall, 1967-68
John W. Croden, 1968-70
John A. Whalen, 1970-72
John A. Macdonald, 1972-73
D.W. Anthony Evans, 1974-75
Ernest W. Brinkman, 1976-77
George O. Hayman, 1978-79
Ross E. Karlson, 1980-81
Peter B. Vancook, 1982-83
Donald F. Dudley, 1985-86
John W. Tindale, 1986-87
Ian A. Stone, 1988-89
Kenneth E. Romanuk, 1990-91
Frank J. Baratta, 1992-93
Peter M. Galan, 1994-95
James A. Coates, 1996-97
Peter Beerda, 1998-99
Peter Hayman, 2000-01
Jerry Fasssaert, 2002-03
Paul Masse, 2004-05
John Rasenberg, 2006-07
Brian Waltham, 2008-09
Al Gordon, 2009-10
Jim LeBer, 2011-13
John Harris, 2014-16
Jim Sheffield, 2016-18
Rick Krygsman 2018-19
Brian Hayman 2019-20
Gerald deVries 2020-21
John Harris 2021-22

London City Council
300 Dufferin Ave.
London ON, N6B 1Z2
To whom it may concern,

The London District Construction Association (LDCA) is pleased to submit a letter of support for the London Environmental Network's (LEN) LCRN Business Case, Green Economic Stimulus: Building Retrofits for Local Residents and Businesses.

Sustainability is a focus for the LDCA, and we want to set an example for the construction industry. We are retrofitting our building to be more energy efficient, have added a significant solar array, an EV charging station and have renewed our HVAC system using local LDCA member companies.

We were proud to be a recipient of a 2020 Green Project Support funding opportunity that Green Economy London (GEL) provided. The application process was easy and fair and the funds have helped us with our sustainability retrofits. We believe that investing in sustainability is a win win for us. We save on our energy costs, and reduce our emissions, while also supporting local companies as they develop their sustainability products and services. The GEL program helps us quantify these benefits by using our utility data to provide our year over year carbon emission calculations.

Via the GEL team our solar array was featured in [The London Free Press](#), where we were referred to as sustainability leaders.

We are also supportive of the residential microgrant initiative, as it will help continue to push our members into sustainable retrofitting. London's existing home stock needs to become more energy efficient to help us meet our climate goals and with this support London residents will drive this change.

We will be happy to work with the LEN and GEL to promote these programs and are supportive of this grant request.

Regards,

Chief Executive Officer

LDCA, 519-453-5322



City Clerk's Office
Chair and Members of the
Strategic Priorities and Policy Committee
300 Dufferin Avenue
London, ON N6A 1V5

May 30, 2022.

Dear Chair and Members of the Strategic Priorities and Policy Committee,

The City of London takes a lead in Board recruitment for London and Middlesex Community Housing (LMCH) and conducts outreach for upcoming Director vacancies. Two LMCH Community Director appointments expire in June 2022 and the City conducted outreach for interested community members to apply.

LMCH received these applications, appointed a sub-committee of the Board, and assessed the eleven applicants against the expertise of Directors whose terms are expiring (Financial Management and Legal Expertise) and the broader criteria set by the City.

- (i) Social Housing,
- (ii) Community Development,
- (iii) Business and Financial Management,
- (iv) Corporate governance responsibilities,
- (v) Organizational development,
- (vi) Labour relations,
- (vii) Legal and/or legal aid experience,
- (viii) Landlord and tenant and social services matters.

After this review the sub-committee recommended that the application process be reopened to allow for additional outreach for applicants that met the identified criteria. The Board of Directors of LMCH passed a motion on May 19, 2022 that requested that the City of London permit LMCH to reopen a focused recruitment effort for the two Community Directors.

Through this letter the LMCH is requesting that the Strategic Priorities and Policy Committee reopen the application process to support the focused outreach to members of the community with backgrounds in the identified criteria as set out by the shareholder.

Sincerely,

A handwritten signature in blue ink that reads 'Paul Chisholm'. The signature is written in a cursive style and is positioned above a horizontal line.

Paul Chisholm, Chief Executive Officer
CC: LMCH Board of Directors
Dave Purdy, Manager, Housing Services



Chair and Members of the
Strategic Priorities and Policy Committee,
City Clerk's Office
300 Dufferin St., London

RE: London & Middlesex Community Housing (LMCH) Community Director Board Appointment

Dear Chair and Members of the Strategic Priorities and Policy Committee,

In accordance with Municipal Council's direction, the London & Middlesex Community Housing Board of Directors undertook a process to assist with the recruitment and nomination process for the Community Director position for board appointment. As set out in the Shareholder Agreement, a sub-committee of the board of directors was established to assist with this process, comprised of members of the board, members of LMCH administration and community members. The sub-committee was delegated the authority to nominate two Directors (Community Members) and communicate that decision to the City Clerk.

A process was established by the sub-committee having consideration that the Board of Directors should reflect the diversity of the community that LMCH serves and having due regard for the director qualifications as outlined in the Shareholder Agreement. On July 11, 2022, the sub-committee members unanimously approved the nomination of **Phil Squires and John Corboy** to fill the two roles of Director (Community member) on the LMCH Board of Directors.

The Board of Directors requests that the City of London thank all community members who put their names forward for their interest in serving on the Board. We encourage all applicants to continue to participate in their communities and with LMCH.

Thank you in advance for this consideration.

Anne-Marie Mitchell
Board of Directors
London & Middlesex Community Housing

1299 Oxford St. E., Unit 5C5 | London, ON N5Y 4W5 | 519-434-2765 | care@lmch.ca

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **John Corboy**

City: **London**

Province: **ON**

Postal Code: **N6J3G4**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **not applicable**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **Providing a lens from lived experience, combined with my background in sociology and work experience as a Caseworker supporting vulnerable populations, I bring a wealth of knowledge to the perspectives impacting the reality of housing in London Ontario.**

I'm currently working with the Cabinet Office in the Policy Innovation Hub, advising the Premier's office and his Ministers on policy. Having a better view of the reality of problems facing Londoner's would prove helpful to our community and in my contributions to Ontario as a whole.

I am passionate about social justice, safe and affordable housing, and believe in the resiliency of people and community capacity building.

Growing up in housing, living in poverty, being homeless as a youth and navigating the systems to get to where I am today, gives me a genuine compassion for helping others do the same and improving the experiences and services they encounter.

My hope is to lend my knowledge, perspectives, lived and work experience to the board members to make meaningful contributions that lend themselves well to positive change within the housing realm.

How will you support the work of a Board or Commission? (max. 3000 characters): **I am experienced in group facilitation, presentations, public speaking, data analysis, strategic foresight, service design, and a variety of other techniques that would help improve our chances of success.**

I am confident in my ability to motivate others, advocate for what is best for our communities, and am well versed in strategy, sociology and communications.

I work on multiple projects with my team at the Cabinet Office, that are across a variety of Ministries, involving political acuity, external shareholder relationships and ongoing consultations and data collection.

I believe my lived experience and the skills noted above would prove helpful in contributing meaningfully to the work the board completes.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **I am hoping this will give me an opportunity to give back to our community.**

I have a deep connection to the Indigenous community leaders locally and in Northern Ontario. I am actively involved in community events, community planning and advocacy. I have a diploma in social services, decades of experience in customer service, 10 years of Casework in social services and am presently employed in Policy with the Cabinet Office working for the Provincial government.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **Growing up in social housing, I witnessed the hardships of many families. I saw what happened with children who's parents were struggling with mental health and addictions, and lived it myself. I never felt safe at home, and the sense of community with the children I grew up with was my only and most important support system.**

Had it not been for that social network and sense of community, I don't think I'd still be here today. It helped me find mentors and friendships and escape troubles in my home. Many of the friends I grew up with are dead or in jail. They have inherited generational traumas and patterns of criminal behaviour. I hope to help prevent these harsh realities from persisting within our public housing communities.

I understand the importance and benefits of community capacity building and know first hand what it feels like to live in poverty and feel hopeless. I understand how vital it is to feel cared for, to feel valued and find purpose in life.

I would love the opportunity to improve the lives of Londoners and work together to better the subsidized housing system.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **Social Services Diploma**

25 years in customer service

10 plus years in social assistance/social services

Previously worked as a Youth Worker in group homes and Youth Homeless Shelter

Presently employed by the Cabinet Office in policy

Community and capacity building experience

Working on a specialized team focused on housing stability with the City of London

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **I grew up in public housing, was a client of social assistance, and have overcome my own personal struggles with mental health, addictions, and childhood traumas to become a public servant.**

While with the City of London, I worked on a specialized team operating from a housing-first lens. I was in constant contact with London Middlesex Housing and helping clients complete subsidized housing applications. I created a partnership with the Ministry of the Solicitor General, the first of its kind, with one of our probation offices. I led the initiative to provide Ontario Works services from the probation office, which helped eliminate barriers to benefits and connected vulnerable clients to housing, mental health, financial and social supports. This was successful in preventing many involved in the justice system from reoffending, and proved helpful in identifying undiagnosed mental health issues, brain injuries, literacy and learning disabilities and helped improve access to resources available within our community. During this time, I also worked with the population of people experiencing homelessness. Through partnerships with walk-in clinics and Indigenous healing agencies, I was able to link many people to ongoing health care providers, refer them to Developmental Services of Ontario and helped many qualify for the Ontario Disability Support Program. I successfully housed many who had been living vicariously, outdoors in rough conditions, and were once deemed chronically homeless. This was made possible through my collaborations with housing providers and housing stability support workers throughout the City of London. While working with Ontario Works in Sault Ste. Marie, I helped to establish a Neighbourhood Resource Centre. Through partnerships I built with City Council, Provincial and Federal politicians, and local agencies, I was able to convince the city to invest in the revitalization of many neighbourhoods. By supervising local University Students and focusing on community capacity building, we were able to build trusting relationships with community members and establish a network of information, family and learning supports, and remove barriers for people seeking help.

Currently, I'm working with the Policy Innovation Hub, within the Strategic Innovation Branch of the Cabinet Office. We provide an in-house consultancy service. Our daily work is a variety of project management, group facilitation, policy analysis, strategic thinking, and working both autonomously and collaboratively on projects and reports. I'm presently involved in a variety of projects across several different Ministries. Many of the projects involve strategic analysis, development, and design, while others focus on policy analysis, strategic foresight, service design, data analysis, summarizing user data research and the creation of presentations and reports focused on improving housing, social services and other programs for Ontarians.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **I am actively involved in the Indigenous community in London. I take part in traditional ceremonies and celebrations. I'm a father of 3, who takes pride in his community, cares deeply about all our citizens and wants to give back in a meaningful way and improve the living conditions of our most vulnerable.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **thank you**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Word of mouth**

If you selected 'Other', please specify:

Submitted on: **7/5/2022 9:17:54 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Ali Coyle**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6G2V3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I was an active member of an advisory panel on joint research conducted by the University of Ottawa and Canadian Blood Services for the year 2018. The researchers were interested in promoting blood donation amongst LGBTQIA+ individuals, knowing that there is a blood ban and a gap in communication between CBS and the aforementioned community. My role was to ensure that the researchers' language in their surveys and interviews was inclusive, positive, and in accordance with the sensitivities of the LGBTQIA+ community.

I have not been an active member of a board, but I am very enthusiastic to experience it at LMHC.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

-What I contribute:

1) I have maintained a great and professional relationship with my neighbors at 349 and 345 Wharncliffe road north over the past 3 years. I positively contributed to the buildings by reporting emergency and maintenance issues, even sometimes cleaning the hallways out of the debris. By showing my passion to help the community that I live with, I was selected as the resident contact of the buildings in December 2020. Being on the board will allow me to share my proactive perspectives of living and working in the buildings with other members. My unique, professional, and realistic point of view of everyday incidents of the neighborhood will better recruit the members with day-to-day details on decision-making and budget-expending.

2) I just finished my honor degree in genetics at Western University this year. My thesis was about SARS-CoV-2 and COVID-19. I know many residents feel left out and isolated during the pandemic, with many having limited access to COVID-related information. With the pandemic coming to an end, I can be actively helping the board by providing scientific materials on COVID and post-COVID to enhance the quality of the residents' lives. As you may know, during the pandemic, many individuals have been experiencing mental health issues and may have turned to drugs and alcohol. I live on a floor with some very young residents experiencing addiction and domestic violence. These residents should have access to resources that can help them whenever they feel they need help. With my educational background, I can help the board in their decisions on the pandemic and post-pandemic policies.

-What I hope to learn:

1) I hope to learn how to be a professional member of a board of directors in North America. I am young and still a long way in front of me to become an expert. I would like to learn the work etiquettes and apply them in other jobs I may have in the future.

2) I hope to further develop my skills in strategic planning, fundraising, and event management. Organizational leadership is a quality I am seeking to enhance by working with you.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will support the work of the board by:

- 1) participating in regular meetings, evaluating the topics of discussion, and actively expressing my opinion**
- 2) working in tandem with members and managers to implement big-picture projects**
- 3) contributing and executing strategic plans if needed.**
- 4) organizing and implementing annual/ monthly conferences to update the board on the current issues of the community.**
- 5) representing and speaking on behalf of the board if needed**
- 6) managing and expanding relationships with third parties if needed**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

As indicated in my resume, I have a long history of working with various communities such as:

- 1) children and people with disabilities at YMCA. I have conducted many swimming lessons and have been recognized as the best employee of the session (12 weeks) twice. In that job, I greatly and clearly communicated with the parents of children and offered excellent customer service in the case of disputes, while following the guidelines and policies of the pool and the public health.**
- 2) children with autism at Autism Ontario. My involvement in Autism Ontario bloomed from being a normal volunteer who would spend time and socialize with children with autism to being the volunteer coordinator and event coordinator. Although due to the pandemic I could not continue my work with AO, I am always dedicated to volunteer with them after the pandemic.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

The answer to this section is copied from the earlier section of this form.

-What I contribute:

- 1) I have maintained a great and professional relationship with my neighbors at 349 and 345 Wharncliffe road north over the past 3 years. I positively contributed to the buildings by reporting emergency and maintenance issues, even sometimes cleaning the hallways out of the debris. By showing my passion to help the community that I live with, I was selected as the resident contact of the buildings in December 2020. Being on the board will allow me to share my proactive perspectives of living and working in the buildings with other members. My unique, professional, and realistic point of view of everyday incidents of the neighborhood will better recruit the members with day-to-day details on decision-making and budget-expending.**
- 2) I just finished my honor degree in genetics at Western University this year. My thesis was about SARS-CoV-2 and COVID-19. I know many residents feel left out and isolated during the pandemic, with many having limited access to COVID-related information. With the pandemic coming to an end, I can be actively helping the board by providing scientific materials on COVID and post-COVID to enhance the quality of the residents' lives. As you may know, during the pandemic, many individuals have been experiencing mental health issues and may have turned to drugs and alcohol. I live on a floor with some very young residents experiencing addiction and domestic violence. These residents should have access to resources that can help them whenever they feel they need help. With my educational background, I can help the board in their decisions on the pandemic and post-pandemic policies.**

-What I hope to learn:

- 1) I hope to learn how to be a professional member of a board of directors in North America. I am young and still a long way in front of me to become an expert. I would like to learn the work etiquettes and apply them in other jobs I may have in the future.**
- 2) I hope to further develop my skills in strategic planning, fundraising, and event management. Organizational leadership is a quality I am seeking to enhance by working with you.**

I will support the work of the board by:

- 1) participating in regular meetings, evaluating the topics of discussion, and actively expressing my opinion**
- 2) working in tandem with members and managers to implement big-picture projects**
- 3) contributing and executing strategic plans if needed.**

- 4) organizing and implementing annual/ monthly conferences to update the board on the current issues of the community.
- 5) representing and speaking on behalf of the board if needed
- 6) managing and expanding relationships with third parties if needed

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

For details on the educational background please review the resume attached to this application.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I have worked and lived in Turkey from 2013 to 2015. During my stay in Turkey, I was selected as the superintendent of the building of my residence for 1) the trust that the landlord and the residents developed in me. 2) my great practical and hands-on skills in fixing regular issues such as plumbing, electricity, laundry, and scheduling for cleaning. Other relevant experiences such as being the resident contact of LMHC buildings are mentioned above.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

For details of my community involvement please refer to my resume.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Attach resume or other document here, if needed: **Resume - AC.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email from LMHC**

Submitter E-mail:

Submitted on: **6/4/2021 4:03:07 PM**

Ali Coyle

London, Ontario N6G2V3

SUMMARY OF QUALIFICATIONS

- Dedicated Resident Contact at LMHC
- Enthusiastic graduate student in Biomedical Engineering at the University of Western Ontario
- Collaborated with diverse groups of individuals at work and school
- Very productive and focused student with a strong passion for community works
- Highly organized analytical person able to take the initiative in planning and implementing tasks
- Fast learner with a strong background in emergency management
- Friendly, resilient, energetic, and fun

EDUCATION

Master of Engineering Science in Biomedical Engineering

University of Western Ontario

London, ON 2021 - Present

Honours Specialization in Integrated Science with Genetics

University of Western Ontario

London, ON 2017 – 2021

PROFESSIONAL EXPERIENCE

Resident Contact

London and Middlesex Community Housing

London, ON 2020 - Present

- Report to and communicate with a variety of partners for maintenance and hazardous conditions
- Work closely with the fire department and the police in London in emergency situations
- Investigate tenant complaints and maintain general security

Team Lead, Lifeguard, and Swim Instructor

YMCA of Western Ontario, Central Branch

London, ON 2017 – 2020

- Led teams of lifeguards and swim instructor to run the lessons smoothly
- Enforced members' adherence to pool guidelines and rules in a professional manner
- Performed rescues in the event of drowning or swimming accidents

Autism Therapy Assistant

Intensive Multi-Treatment Intervention (IMTI) Program

London, ON 2016 – 2017

- Worked with and trained under the supervision of a prominent autism therapist and the developer of the IMTI program
- Applied behavioral therapeutic techniques to enhance the life skills of a child with autism
- Customized piano and guitar lessons to assist and enhance the learning process

VOLUNTEER EXPERIENCE

Canadian Blood Services (In-clinic Volunteer)

London, ON 2016 – 2021

- Joined a research team from Ottawa University as an advisor to conduct surveys on MSM deferral policy
- Welcomed donors to the hospitality area and ensured they were offered refreshment items, and responded to questions or concerns
- Observed donors and immediately alerted clinic staff of adverse reactions

Ali Coyle

London, Ontario N6G2V3

Lesbians and Gay Support Refugee

London, ON 2016 – present

- Communicated with a group of 5 university professors and professionals to sponsor a gay refugee in Turkey
- Fundraised by community outreach \$11,000 for the first-year living expenses of the refugee

Autism Ontario (Volunteer Coordinator)

London, ON 2016 – 2020

- Updated the database of volunteers and events, welcomed and guided the volunteers to join London Chapter
- Participated in fundraising events throughout the year to run a variety of workshops for children with Autism
- Supported facilitator and interacted with participants with autism
- Helped with setup and cleanup of activities, and modeled appropriate behaviour

Food Support Services

London, ON 2018

YMCA (Swim lessons Assistant)

London, ON 2018 – 2019

Other Interests

- Playing and learning a variety of musical instruments (guitar and flute, ...)
- Swimming, working out and dancing daily
- Motivating and inspiring others to adopt healthy diets and quit alcohol and drugs
- Paddled with Dragon Boat Club during the school year of 2019 and lifeguarding on a boat in a lake during the COVID-19 pandemic
- Growing more than 50 different house plants and enjoying time with three very needy cats

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Kolton Desjarlais**

Phone Number:

Address: **whiteoak road**, City: **London** Province: **ON** Postal Code: **N6E1L7**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **I was a current tenant at the LMHC complexes I know the current status qnd situation of who the tenants count on qnd qm someone who stands up for change I left houseing because I needed some stability qnd can't do that while there qnd this is why I would love to be on the bored to help houseing understand the ppl who I used to be . I'm the people**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **I hope to help LMHC understand what clients want and needs being a formal tenant I know qll to well what needs to be addressed**

How will you support the work of a Board or Commission? (max. 3000 characters): **I will support anything that helps your tenants and keep an open mind when making harsh but reasonable assistance**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **I would be a great asset being a formal candidate from liveing In LMHC**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **My goal would be to help the community I used to be apart of . I want to show how somone like me can help make individuals who dony think there voices matter matters. I still know people who live there and who voice to me as well as my self what a difference we can make if we stand together**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **Currently getting my grade 12 I am doing this while raining 3 high needs children to be come a voice for the people once I achieve
My grade 12 I'm going to collage for my social social services**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **I'm q mom who lived at 3 units in LMHC I've lived it**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **Being a formal resident gives me experience**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Everything I stated is true qnd if you would like more information on me please email me thank you**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Other**

If you selected 'Other', please specify: **Email**

Submitter E-mail:

Submitted on: **1/8/2022 8:02:07 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Denise Dowd**

Address: **Southdale Road East**

City: **London** Province: **ON** Postal Code: **N6E 1B3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **N/A**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **I hope to bring tenant issues to the table. Being a 16 year tenant and my husband was a resident site contact for 5 years. I have an insight as to what can be achieved now and what needs a timeline.**

How will you support the work of a Board or Commission? (max. 3000 characters): **I will endeavor to bring both sides to a mutual understanding of the problems and possible solutions.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **Tenant for 16 years. Resident site contact 5 years
Previous property owner
Previous business owner**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **See above**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **See above**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **See above**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **N/A**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **I was part of the committee that helped keep the medical Centre in our complex for a few extra years. I've attended functions for the Chaplaincy. I know how to use community resources.**

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Gerald Hawkeye**

Phone Number:

Address: **McNay St**

City: **London** Province: **ON** Postal Code: **N5Y 4X1**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **I live at 202 McNay St for about 9 years which is own by London Housing which I am great full to help anyway I can.**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **I am a fast learner and I hope I can make a different for the people that live in a London Housing building.**

How will you support the work of a Board or Commission? (max. 3000 characters): **I am open to anything that is offer and I will try my best to fulfil what I am responsible for.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **I was a Army cadet Ci for about five years and worked with young cadets in all the jobs I had.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **I am very interested in being part of London Middlesex Community Housing board and bringing to light some of the things I see going on in the building I lived in as well as the one I lived in before I had move. I can see many things that I hope will help the tenants and London Housing go into the future and grow.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **I have my grade 12 diploma and attended Weable for several years to improve myself and further my education.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **As I said before I lived here for almost 9 years now I can see things that need to be address. I don't have any experience to say about but I am willing to give it my full attention.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **None to talk of.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **None**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Other**

If you selected 'Other', please specify: **Email from London Housing**

Submitter E-mail:

Submitted on: **1/8/2022 3:33:02 PM**

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **James Heskin**

City: **London**

Province: **ON**

Postal Code: **N6E 2E7**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **Thought I do not have “London Board or Commission” experience, I currently sit on the United Way’s Campaign Cabinet and also served on ReForest London’s Board of Directors for 2 years.**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **I strive to be a contributing member of the London community. Both personally and professionally I actively work with a wide variety of Not-For-Profit organizations.**

Utilizing my experience working with Not-For-Profit organizations along with my experience in Human Resources, Accounting and Finance as well as Sales, I am confident I bring a unique mix of skills to help organizations.

At the end of the day, I want to continuing helping London better community and place to live.

How will you support the work of a Board or Commission? (max. 3000 characters): **By utilizing my skills and experience, I will give my time to help meet and exceed the goals of the London and Middlesex Housing Board.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **Above and beyond my skills and experience above, I have a strong network here in London that I leverage and educate about the cause I support and am involved with.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **Housing is a real problem that continues to get exponentially worse. As mentioned above, I will utilize my skills, experience and network to help meet and exceed the Board’s goals.**

With that said, I do not know what I do not know and will come with an open mind and lots of ambition to contribute on as high of a level as possible.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **Outside of what is already listed above, my education and other credentials are unlikely to be relevant to this position. I will be open minded and look to utilize my entire background.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **As mentioned above, I am an active contributor both personally and professionally in the London Middlesex community. I would look to leverage all of my life experiences to contribute at the highest level I am capable of.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **As listed above, I currently am on the United Way’s Campaign Cabinet and was a Board Member for ReForest London. I also volunteer through Wills Immploy program as a mentor. In my current role, a large percentage of my clients are in the Not-For-Profit sector and I work closely with them strategically to help meet their organizational goals and objectives.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **I look forward to hearing from you.**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Social media**

If you selected 'Other', please specify:

Submitted on: **3/28/2022 12:59:05 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Peter Mac Donald**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N5V1A5**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have no experience on a London Board or Commission

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I am a volunteer with OBIA and George Bray Sports *. I have work in retail 17 years. Also have been in housing along time my disability allows me to think outside the box. Which allows me to help others in a different way.**

How will you support the work of a Board or Commission? (max. 3000 characters):

I would be able to offer the views of a tenant with disability

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I am a volunteer with OBIA and George Bray Sports *. I have work in retail 17 years. Also have been in housing along time my disability allows me to think outside the box.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I have enjoyed fixing things in my own unit. I have done many things growing up. I know renovations yard care and just enjoy working with people.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have not completed grade 12 at all. When comes to computers I am pretty good. As a member of Dale Brain Injury I use to fix up computers for members who could not afford one and give them away. I would also repair the..

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Started do reno at ten with my dad. I spent two years work in on boilers. Then two years heating n cooling doing sheet metal work and help with instalation.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I am a peer mentor with Obia

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Just because we live in housing or have a disability does not make us any less of a person. All people should be treated with respect and that their lives matter.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **London housing email**

Submitter E-mail:

Submitted on: **6/2/2021 6:40:33 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Karl Makuch**

City: **London**

Province: **ON**

Postal Code: **N6K 0G3**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **No applicable experience with London specific Boards or Commissions. However, for a period of time, I did sit on the government affairs committee for the London Chamber of Commerce.**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **As a Chartered Accountant and business professional, the range of skills that I've developed through my years of experience have been quite broad and vast. However, the missing piece from a professional development perspective has been an active seat on a Board or Directors. Although I have governance experience, it has never been from the Board side of the table. Further developing the governance skill set is a personal goal which I believe would be well served on this Board as many of the challenges that its management faces are transferrable to most types of business. As a well rounded business professional, I'm hoping to contribute my experience to further bolster the strength of the Board. While I consider myself a "subject matter expert" in finance and corporate finance, my experience also has led me to develop strong working knowledge in other business functions such as human resources, legal, and IT. This mix of experience has proven to be extremely powerful in my current position, and I believe it would also be for the Board of LMCH.**

How will you support the work of a Board or Commission? (max. 3000 characters): **Probably my most fine tuned skill set centers around Finance, Corporate Finance, and strategic planning and budgeting. This finance perspective would allow me to further contribute on Committees of the board (such as the Audit/Finance Committee) to guide and inform the work of the Board.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **Please refer to the attached resume for details on the above.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **I've been searching for Board opportunities for quite some time, but haven't really found one in which I had interest, or thought I'd bring significant value to. As a Partner at Dillon Consulting, many of the services we provide are to government entities (such as the City of London, and Ministry of Transportation), as well as real estate clients, among many others. I've always found this segment of the work we do particularly interesting due to the inherent tangible benefits it provided to the public. Government entities fascinate me with respect to how much they can get accomplished, with limited resources. In the context of housing, this is especially intriguing. My background and work experience has allowed for a healthy understanding with respect to how these sectors work, and the challenges they face. LMCH serves an incredibly important role in our community, and being able to contribute**

to this organization to help further it's effectiveness and efficiency would be very rewarding for me.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **Please refer to the attached resume for details on the above.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **Please refer to the attached resume for details on the above.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **2015 to 2016 - London Chamber of Commerce Government Affairs Committee -> Member
2016 to present - Dillon Consulting Ltd. -> Permanent ex-officio member of the Audit and Finance Committees.**

As an ex-officio member of these Committees I acted in the capacity of management. My role was to prepare, present, and discuss a variety of topics and issues on a quarterly basis.

Supplementing the above experience, I am regularly invited to join Dillon Consulting Ltd. Board meetings in the capacity of management and subject matter expert. I attend meetings fairly regularly to contribute my knowledge and work on a variety of Corporate Finance matters.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **N/A**

Attach resume or other document here, if needed: **Karl Makuch Resume 01-21-22.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Manger at LMCH**

Submitted on: **6/17/2022 1:53:30 PM**

Karl J. Makuch CPA, CA

EDUCATION

Chartered Accountant, Canadian Institute of Chartered Accountants	June 2012
Harvard Business School , Boston, Massachusetts	January 2018
Executive Education	
Mergers & Acquisitions: Strategy, Execution, and Post Merger Management	
Richard Ivey School of Business , London, Ontario	2007 - 2009
Bachelor of Arts, Honors Business Administration	
Recipient of Academic Excellence Opportunity, pre-acceptance to Ivey based on academic achievement	
University of Western Ontario , London, Ontario	2005 - 2007
Management and Organizational Studies	
Dean's Honor List, Faculty of Social Science; recipient of Western Scholarship for academic excellence	

WORK EXPERIENCE

Dillon Consulting Limited , London, Ontario	2014 - Present
<i>Partner (2021-Present)</i>	
<i>Director, Financial Planning & Analysis (2019-Present)</i>	
<i>Controller (2016-2019)</i>	
<i>Assistant Controller (2014-2016)</i>	
<ul style="list-style-type: none">Managed and monitored the day-to-day activities of a national company with multiple locations across Canada. Responsibilities included, but were not limited to; coordinating an annual financial statement audit, managing a team of twenty five employees through month-end processes, implementing cost saving measures, developing and revising internal processes and control procedures, acting as a strategic resource to the Director of Finance and Executive Directors, assisting in the compilation of annual tax returns, and providing analytical support to senior management.Actively involved in the mergers and acquisition activities of the company through the preparation of the overall corporate strategy and transactional activities including; valuation models, integration planning, and post-merger management. This was further supported by in-depth qualitative analysis and recommendations to senior management. Completed and led four substantial buy-side transactions while evaluating and analyzing dozens more.Developed and implemented a comprehensive analytics platform which allowed various levels of management access to relevant and actionable data in a way that was easy to understand and interpret.Built a complete shareholder registry solution in excel that automated many processes that were previously tracked manually in hard copy. The automation of the shareholder register allowed key measures to be extracted from the created database by a simple push of a button. This became an indispensable asset as key shareholder statistics were later requested by the CRA, which would have taken weeks to compile under the legacy process.Led the development of training manuals for various stakeholders in the company. This literature included comprehensive training of our accounting system to employees, general business acumen, as well as financial statement and profit theories to our project managers and board of directors.Served as key contact and consultant to Executives for strategic and financial analysis to inform decision making.Ex-officio member, and subject matter expert, to a number of Committees of the Board of Directors.	
Advanced Design Solutions Inc , Stratford, Ontario	2013 - 2014
<i>Director, Finance – Manufacturing</i>	
<ul style="list-style-type: none">Oversaw the financial operations of 2 manufacturing locations, with a team of 4 accounting staff members. This included day-to-day banking, foreign exchange transactions, human resource functions, monthly financial statement preparation, year-end review coordination, as well as business development projects.Responsible for the creation and implementation of accounting controls, policies, and procedures surrounding cash management, asset management, governance, inventory, payroll, AR and AP. Developed and drafted training manuals for the accounting and human resources departments.Prepared annual financial budgets of the corporation as well as monthly analysis over actual vs. budget results and standard cost. Communicated key indicators to the president of the company. Negotiated and monitored several key customer relationships including treasury (bank accounts, mortgages, line of credit), insurance (liability, auto, workers compensation, property), and ultimately the end customers.	

- Researched and implemented several key initiatives for the company, including the first-time roll out of an employee benefit program, government incentive related energy saving projects, and the implementation of a new VOIP phone system.

Ernst and Young LLP, London, Ontario

2009 - 2013

Sr. Staff Accountant – Public Accounting

- Led audit teams of up to ten people for variety of clients including financial services, manufacturing, agricultural, mining, and real estate clients. Managed all aspects of engagements including budgeting, staffing, and scheduling on fourteen engagements. Responsible for three efficiency based initiatives which led to an increase in overall audit efficiency, and a significant reduction in hard copy files retained by the firm.
- Examined the valuation, and risk profiles, of investment portfolios with a value over \$80 million which included fixed income, derivatives, funds, and equities. Evaluated and tested the processes and internal controls surrounding investment transactions in order to deduce whether they were effective and in compliance with firm policies. The sophisticated composition of these portfolios led to an in depth understanding of how portfolios are managed.
- Consulted for a major multinational client with respect to the transition from Canadian GAAP to the new ASPE. This included the compilation of many client deliverables, as well as working directly with the area managing partner and upper management of the client in order to formulate a strategy that was appropriate given their position.

M.O.K.K. Stone Works, London, Ontario

2005 - 2008

Co-Founder - Construction

- Performed market research to establish feasibility of this construction business within London and the surrounding area; obtained private debt financing to finance start-up costs and initial working capital.
- Recruited, managed and trained a crew of four labourers; motivated staff daily to perform efficiently and fostered an open and enjoyable work environment.
- Personally monitored and managed operational and financial; ensured the business maintained healthy cash flows and capital required for future projects and expansions. Through an aggressive marketing and branding strategy, achieved 150% return on investment in the first season of operation.

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: Keegan McAlpine

Phone Number:

Address: Dundas Street.,

City: **London** Province: **ON** Postal Code: N6B 1W9

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Since April, 2021, I have been a co-chair for the Tenant Advisory Council (TAC). Advocating/Chairing towards agenda writing & leadership responsibilities-

Tenant Advisory Council (TAC) - Received training on how to be a council member; Review board packages and give tenant feedback; Represent the tenant voice to London & Middlesex Housing Community (LMHC) leadership; Represent the interests of LMCH as an organization; Develop tenant proposals to submit to the board. REF- https://www.lmch.ca/uploads/pdf/TAC_English.pdf

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): What I hope to contribute as a possible asset to the Board is my interpersonal skills (i.e., communication; empathy; healthy confidence; decision-making; emotional quotient/intelligence). I hope to learn more about myself through the process and experience of being part of a Board, then, I can become a better helper or influence to others by learning these new skills.

How will you support the work of a Board or Commission? (max. 3000 characters)

I will support the work of a Board with my leadership skills; lived experience; open-minded worldview; Initiative; and my curiosity/passion to learn.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I facilitated a mood disorder peer support self-help group at the Canadian Mental Health Association (2018-2020). Also, I will be spearheading a peer support pilot project for The Institute of Indigenous Learning Centre (ILL) at Fanshawe College. SafeTALK and Mental Health First Aid certified. Peer student for Fanshawe College. I'm on the student body for the ILL in a student leadership format.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

The main reason for my interest in being a part of the London Middlesex Community Housing board is to make a difference. It takes a village to make a difference. I hope to continue to be a strong helper for the next 7 generations, and represent London Middlesex Community Housing. I have this burden to be a part of something bigger than myself, because I have had people from LMHC believe in me. This burden I have is to help others the way others have helped me.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Grade 12 Equivalency diploma. Human Services Foundation (HSF) certificate, Fanshawe College. Social Service Worker (SSW), currently in a 3 year program at Fanshawe College.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

The majority of my life has been lived experience and developing emotional intelligence. This helped me with my prosocial skills and connecting with others. Currently, I am enrolled in Fanshawe College to connect my lived experience with theory. This has sharpened my knowledge with group dynamics, inclusion, and creating a sense of belonging. Communication is key to success.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I believe I have a unique perspective—as I'm an Indigenous man. Diverse and rich perspectives are important for change. We live in an individualistic culture. The Indigenous way is a collectivist traditional way of living. I'm confident my experiences are relevant to the Board.

I feel I would be a great asset for this Board, and I'm passionate about listening to others.

Side note- I once asked my knowledge keeper/mentor what's the best advice he can give me in life. He simply said... "listen." That used to be our way.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Attach resume or other document here, if needed: I do not have a curriculum vitae available on short notice. However, I can update and send if needed.

Attach more files here, if needed:

Confirmations

I declare the following: I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.

KM

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.

KM

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): Preet Chhokar

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: 2022-01-12

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Daniela Mircea**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6E 1B3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I currently reside at one of your facilities and looking around I am really saddened that’s tenants don’t appreciate what they have. I will focus on the hygiene and sanitation of this place allowing the appearance. Garbage belongs in the bine and everyone should believe held responsible for the back and front yards. I work in commercial cleaning and believe that every place should look tidy. Graduated High school in Romania but took extra courses in Canada. I’ve been in this Country since 1997 and loved it. Lives in this complex for a number of years and I love it. Firm believer that everyone should pitch in and take care of it. Show respect to thy neighbours and keep it Clean and Safely for the children. Thank you for if your time. Even if I am denied , wouldn’t continue to do my part and help in anyway I can. God Bless! Daniela

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I think I respond to that in the previous part.

How will you support the work of a Board or Commission? (max. 3000 characters):

Never been a part of a board, but I am convinced I I will learn fast and agree with the majority.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I work in commercial and residential cleaning. Also when I can’t i clean around then complex. I helps at the Chaplaincy Ontario several ocasions.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I know that there will been changes in the complex and would like to believe that everyone if pushed a little cancel become a better tenant.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

High school diploma, Simply accounting in Canada. Aside from my current position asking owner/operator of my business. Hard working, excellent customer skills and appreciation of having this amazing place I can call Home

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I was responsible for a restaurant complex in Romania also in charge with keeping the apartment building where I lived. Now I like to think, I make my customers happy by keeping their office clean and sanitized.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

Can only be honest and say that I did volunteer work at the Church in our community also the Chaplaincy

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Pretty much summarized what I had.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **email**

Submitter E-mail:

Submitted on: **6/1/2021 9:51:12 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Gene Northup**

Address: City: **London** Province: **ON** Postal Code: **N6J1V3**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

served on the memorial boys and girls club program.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

knowledge and work with people who are concerned about other people.

How will you support the work of a Board or Commission? (max. 3000 characters):

on a issue base decision.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

worked on a community based board in decisions realated to operation and finance.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

i feel i have a lot of knowlege in community needs.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

my education can be descibed as not so much academic but more life experience.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

living in a rent to income property, knowlege in the operation of a not for profit enviroment.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

operations at memorial boys and girls club in the choms operation cost and relevant fund raising operations.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **n/a.**

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Other**

If you selected 'Other', please specify: **e-mail**

Submitter E-mail:

Submitted on: **6/1/2021 10:52:58 AM**

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Rebecca May Oakley**

Address: **Dundas Street** City: **London** Province: **ON** Postal Code: **N6B 1W9**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **I do not have any experience but i do have an outstanding positive energy and id love to share my positivity with everyone**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **Positivity and more logical and safe living for all tenants. And id love to learn how i can better help my fellow tenants.**

How will you support the work of a Board or Commission? (max. 3000 characters): **Any way i can**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **No training no experience but life has taught me lessons perhaps i can help teach others**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **Honestly i have alot of ideas and creativity but absolutely no way to put any of such to any use. Hoping this will give me the opportunity to brighten London Housing**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **No highschool diploma/ged. Yet anyway.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **Im not good with verbal descriptions im better with demonstrative descriptions**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **No idea how to answer this question my apologies**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Nothing i can think of**

Attach resume or other document here, if needed: **Resume Rebecca Oakley.pdf**

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email**

Submitted on: **1/8/2022 7:03:38 PM**

Rebecca Oakley

London, Ontario, N5Y 4K5

PROFESSIONAL SUMMARY

I am very observant, im good at paying attention to detail, im curious and creative and always thinking, i am able to have a positive attitude towards others and am generally a positive person, i am able to learn from being shown what to do and able to learn swiftly, i can follow instructions well and can give instructions if necessary, i am a hard worker and very determined, i am early to everything 90% of my life and i would make an excellent employee and a great addition to any team.

WORK EXPERIENCE

Communication equipment sales representative
Avon Canada

May 2019 - 2020

EDUCATION

Welding
North American Trade School • London, Canada

Nov 2016 - Jan 2017

SKILLS

I am very observant, im good at paying attention to detail, im curious and creative and always thinking, i am able to have a positive attitude towards others and am generally a positive person, i am able to learn from being shown what to do and able to learn swiftly, i can follow instructions well and can give instructions if necessary, i am a hard worker and very determined, i am early to everything 90% of my life and i would make an excellent employee and a great addition to any team.

PROFESSIONAL CREDENTIALS

Fall Arrest Protection Training Course
Smart Serve
Workplace Hazardous Materials Information System (WHMIS) Certificate

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMHC**

Contact Information

Name: **Kathleen Savoy**

Phone Number:

Address: **Huron St.** City: **London** Province: **ON** Postal Code: **N5Y 4K5**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **No relevant experience**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **I would like to bring forward a perspective of a tenant who lives in public family housing. I'm interested in making the nicest home possible for my family and neighbours and I have lots of ideas about improvements that could be made to community.**

How will you support the work of a Board or Commission? (max. 3000 characters): **I am able to attend the monthly meeting in person or remotely. I have excellent communication skills in English and I comprehend French. I am reliable and always complete my tasks on time.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **I have my DSW diploma from Red River Community College and this gives me a good perspective of working with people with disabilities. I'm half way through completing a Degree in Fine Arts at university and have some experience working with the Students Union's Women's Group at the University of Manitoba. I have training in First Aid and CPR. I have Fire Safety training from The Manitoba Fire College. I ran a live-in group home for 1.5 years and worked very closely with board members at a non-profit agency which supported people with multiple disabilities. I worked at Home Depot for ten years in various departments and have a solid basic knowledge of construction.**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **email**

Submitter E-mail:

Submitted on: **1/10/2022 9:32:13 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Lisa G. Smith**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6B1H9**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Admittedly, I do not have any experience on a London Board or Commission it is my hope to receive an opportunity to learn and gain experience. Although, previously, in 1991, I served as a Guide for Local 251 of the UAW Union for a 3 year term, as well as a Vice Chairperson for the Union at St Clair Technologies for 3 years, leaving both positions to attend the UWO, here in London in 1994. My hope is to be given the opportunity to be a member at large on the LMCH Board of Directors and to utilize the knowledge and experience gained and apply it to the housing program I hope to design in the future.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

As a person with both lived experience as a homeless person and as a previous tenant of LMCH I hope to contribute my perspective of what those experiences were like and what they both taught me. In addition to that I would like to contribute my recent experience when I applied for community housing through your “low barrier” application process. Hence if you don’t know what’s broken it’s difficult to be able to address and fix it.

How will you support the work of a Board or Commission? (max. 3000 characters):

I would support the work of the Board by listening to everyone’s input and opinions and by asking questions when clarity is needed. In short, I would be both learning and contributing to the decisions made by the Board in the best interest of LMCH as a whole.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Between 1998-2001 I volunteered and was eventually employed with LIFESPIN. During this time I was the Green Market Basket Coordinator as well as overseen the Freestore, large item donation registry program , and did fundraising for Margaret’s Haven, a housing program initiated by LIFESPIN. My employment ended when program funding for the green market basket ended and because of illness I never returned to work. It’s my goal, if provided an opportunity to be on the Board to build on the needed routine as a way to re-enter the work force in the near future.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I'm interested in this particular opportunity because of my lived experience and my future goal of starting a housing program to house the "hardest to house" individuals in our community.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have completed grade 12 diploma (not a GED), and some university social science credits including psychology and sociology. I have 10 years experience with UAW local 251 with training and certifications received at the UAW Black Lake conference centre. I'm certified for negotiation, collaboration and ratification methods, CAP training and development as well as mediation steps and techniques. In addition, by combining my education with lived experience Im knowledgeable with the Canadian and Ontario Human rights and Landlord Tenant Legislations as well as their perspective Social Tribunal processes.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

June 2020-April 2021 I was chosen one of 20 individuals across Canada to be part of the Tenant Leadership group for the CHRA. During my time in this group I learned how to change policies on federal, provincial and municipal levels, and how to start a Tenant Association. I also learned how to learn by way of zoom meetings and using groups like Mighty Networks to create professional connections. It was a great learning experience. In July 2020 I was also accepted by the Elizabeth Fry Society in their My Start Up program to help me to start designing a written proposal for my housing program idea. Although, half way through the program I realized I had more questions than answers which brought me to seeking a position on your Board. As such, I am able to return to the program when ready to finish what I started with them.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

No recent experience on any Boards.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Please forgive my frankness here however if I'm offered the opportunity to be on your Board, I hope the other members will be patient and understanding. It's been awhile since I've attended a Board meeting and "my" Robert's Rules of Order will need some dusting off and as such, in the beginning I plan on doing a great deal of listening and learning from the other Board members. If this is not a position in which this is possible, I understand and thereby please just advise me of such. Thank you to all for your time with my application. Best to you as you fill the open positions.

Attach resume or other document here, if needed: Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Printed newspaper advertisement**

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **6/6/2021 9:27:08 PM**

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Philip Squire**

City: **London**

Province: **ON**

Postal Code: **N5Y 3S9**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **1. London City Council (Ward 6) 2014-2021**
2. London Transit Commission (2014-2021, Chair 2019-2021)
3. London Public Library Board (2015-2018)
4. London Middlesex Community Housing (Member and Chair 2021)

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **As a member of the Board I would bring my experience and knowledge as it applies to both board governance and board responsibilities. I understand the governance role of a board as distinct from the role of board administration. It is important for any board member to understand that it is not responsible for the day to day operations of the board which must be left to board administration. This may sound like a straightforward issue but any board I have served on has had challenges with this. It is also important to understand the relationship between LMCH and other housing providers in the City and County. As a board member I would always look to other housing providers as partners who should be worked with rather than competed with. This is very important as no housing provider should work in isolation. I will bring my past experience in working with others to my role on the board. I am also very aware of the relationship between the City of London and LMCH as both a member of City Council and of City Boards. This can sometimes be a challenge but one that should be met directly and courteously. I also bring 40 years of experience as a lawyer to the board. I am very aware that nothing can be done without legislative compliance. In terms of learning, I am committed to learning more about how LMCH housing can be integrated with other forms of affordable housing. This is a huge challenge with all of the competing interests in housing in London and the County but I am committed to finding out how it can be done.**

How will you support the work of a Board or Commission? (max. 3000 characters): **There are two ways that I would support the work of the board. The first is to support the board itself in implementing policy and in it's oversight of the work of administration. It is very important that some board members have experience in the work of the board and how it carries out it's mandate. My experience in governance will hopefully allow me to help focus the decision-making of the board to issues that it can address. These issues should not include the day to day operation of LMHC which must be done by administration. Board members should always be encouraged to discuss operations with staff outside of the board meetings. The actual subject matter of housing is something I do have extensive experience in from my role as a lawyer, Chair of Habitat for Humanity and City Council member. That experience allows me to understand the roles of all of the parties involved in housing and I would certainly try to bring that to bear on the decision-making of the board. Boards that implement decisions that can not be operationalized often find their impact being limited as administration struggles to implement their decision. My knowledge of the role of LMCH within the larger framework of housing with hopefully help the board to make effective decisions. The second way that I can help the board is by taking a role in furthering decisions made by the board and implemented by staff. This means explaining and seeking support for these decisions within the City of London and with other housing providers. My experience with the housing and political community in London would hopefully give me some credibility in doing this.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **I have served on various boards in the City of London continuously since I have been a lawyer. I think this**

varied experience in public service serves me well in any board position I might take. My legal and volunteer experience in the areas of Mental Health law and housing gives me a very clear understanding of the interplay between various types of housing. My specific service as a member and Chair of Habitat for Humanity helped me to understand how different types of housing is needed in the community. I would never view LMCH in isolation. It is important to consider its role in conjunction with all other types of housing in London. I am able to do that and hopefully bring it to the board.

I also believe that my 20 plus years of political experience is helpful. That knowledge without any need for political ends allows me to use the experience to understand the various levels of political decision making that affects LMCH. It is also helpful to hopefully have credibility with politicians who are called upon to help LMCH achieve it's goals. I believe that I can do that.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **I am interested in this opportunity because housing has been such a large part of both my professional career and my public service. As a lawyer representing patients with mental illness and now adjudicating issues arising for the same clients I am very aware of the role housing plays in providing stability in lives. As a member of Habitat for Humanity I learned first hand of the challenges of finding and building affordable housing in both London and Middlesex County. Anyone who knows me knows how passionate I am about housing and I want to continue that work on this board. I also want to continue the work that LMCH started while I was a member of the board. I was involved in the hiring of a new CEO and would like the chance to work with the new leadership in implementing the goal of integrating social housing into other housing forms which has been started by the board. All of my experience that I outlined earlier would be focused on moving LMCH forward which would be my primary contribution. I do not believe that LMCH can exist without changing.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **1. LLB (now JD) Western University 1981**

2. Member of the Law Society of Ontario since 1983

3. Current member of the Middlesex Law Association and London Criminal Lawyers Association.

4. Appointed to the Ontario Consent and Capacity Board as a lawyer member in October 2021 by Order in Council

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **I believe I have detailed my work experience in my earlier responses. They include both my professional work as a lawyer and politician and my volunteer positions.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **I believe I have described in detail my service on public and private sector boards which includes two elected positions as a Catholic School Board Trustee and Chair and a member of City Council and related boards. My key position in private boards was as a member and Chair of Habitat for Humanity in London and area. I have earlier provided the dates of my service although in the case of the London District Catholic School Board I served from 2010-2014 and was a member of the Habitat Board from approximately 2005 until my election as a Councillor in 2014. These were all leadership positions involving representation on boards. My current position as a lawyer member of the Consent and Capacity Board commenced in October of 2021 and involves making decisions for persons subject to various provincial acts including the Mental Health Act and the Health Care Consent Act.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **None**

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

Submitted on: **7/5/2022 4:15:12 PM**

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Derek Tang**

City: **London**

Province: **ON**

Postal Code: **N6C 3S8**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **I was on the Board for Dad Club London and VP of Finance from 07/2015 to 01/2022.**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **To bring a positive impact and experience to the Board.**

How will you support the work of a Board or Commission? (max. 3000 characters): **I will help in any capacity the Board requires that I can do.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **I have been in banking and finance for close to 20 years and have served on the Dad Club London board for many years.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **I am very concerned with the current housing crisis in London and want to contribute and impact on how we can work towards a solution. I have experience with finance and real estate as I currently own rental properties and have worked with many in housing crisis situations working for the bank. I will support where I can and use my expertise and experience to contribute.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **I have been in banking and finance since 2004 working for TD, RBC, CIBC and currently Scotia McLeod. I have a BA from Huron College in Political Science. I am licensed to trade securities and also hold my CFP (Certified Financial Planner) designation and previously PFP (Personal Financial Planner) designation.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **I currently hold a portfolio of rental properties with my partner and have experience in this area for over 10 years.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **I was the VP Finance for Dad Club London a local non-profit that helps local area dads meet other folks through fatherhood. I have volunteered for United Way, Salvation Army and various fundraisers in the past and currently do so when the opportunity arises.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **N/A**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Word of mouth**

If you selected 'Other', please specify:

Submitted on: **7/7/2022 4:34:50 PM**



June 20th 2022

City of London
300 Dufferin Ave
London, Ontario
N6B 1Z2

To: London City Council & Civic Administration

Re: Budget Request

For over a decade, the Argyle Business Improvement Association (BIA) has provided supports for its membership and hardworking community. The annual activation of the Argyle Santa Claus parade, business support programs and sustainable community partnerships demonstrates how the Argyle BIA continually brings value and positive results to its neighbourhood.

During the height of the pandemic, the Argyle BIA championed the completion of the Community Improvement Plan with its neighbourhood allies and City partners. Several streetscape improvements were suggested in this plan to fulfill the vision of becoming "a welcoming, well-maintained and safe destination with unique small businesses and shops, as well as supporting an established, growing residential neighbourhood."

Currently, several infrastructure improvements are occurring within the BIA boundaries (Dundas and First Street to Burdick Place) and more are projected in 2023.

Funding for the Argyle Community Improvement Plan was originally to be brought forward in the 2024 for the next budget cycle. However, given the infrastructure renewal underway, the Argyle BIA requests that Civic Administration work with us to outline a business case for the 2023 Annual Budget update to flow preliminary funds for the 2023 year and focus on the streetscape improvements as outlined in the Community Improvement Plan to enhance the area where infrastructure improvements are being completed.

It is our view that it would be more efficient to coordinate these street scape enhancements to be rolled out as infrastructure work wraps up, rather than to return to the area at some point in future years. While the CIP funding is available for a number of initiatives, prioritizing streetscape enhancements is the Argyle BIAs preferred direction.

We recommend that this funding comes from an appropriate reserve fund rather than the property tax rate and offset it by reducing the CIP funding in a future year.

The Argyle BIA would like to engage with staff on specifics around this at the earliest opportunity, to share our perspective on items such as; Argyle branded crosswalks, streetscape plantings of trees and planter boxes, benches and waste bins that provide a better pedestrian experience, among other opportunities.

Thank you for your consideration. The Argyle BIA looks forward to providing continued support for our membership and community with the City of London and its Council.

Kind Regards,

Bethany Mejia
Executive Director, Argyle BIA

Rob Graham
Chairperson, Argyle BIA

Shawn Lewis
Ward 2 City Councillor