

Strategic Priorities and Policy Committee

Report

13th Meeting of the Strategic Priorities and Policy Committee
September 20, 2022

PRESENT: 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. Pelozza, J. Fyfe-Millar, S. Hillier

ALSO PRESENT: K. Van Lammeren, B. Westlake-Power

Remote Attendance: L. Livingstone, R. Armistead, A. Barbon, C. Crossman, J. Davison, K. Dickins, C. Finn, M. Galczynski, S. Mathers, R. Morris, K. Murray, K. Scherr, M. Schulthess, C. Smith, S. Tatavarti, R. Wilcox

The meeting is called to order at 4:00 PM; it being noted that the following members were in remote attendance, Councillors M. van Holst, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, P. Van Meerbergen, S. Turner and S. Hillier.

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

Moved by: M. van Holst
Seconded by: M. Hamou

That Consent Items 2.2 to 2.8, BE APPROVED.

Yeas: (15): Mayor E. Holder, 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. Pelozza, J. Fyfe-Millar, and S. Hillier

Motion Passed (15 to 0)

2.2 Amendment to Delivery Date of the City of Music Conference and Events Business Case and the London City of Music Expo Business Case

Moved by: M. van Holst
Seconded by: M. Hamou

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the information report dated September 20, 2022, with respect to the 'Amendment to Delivery Date of the City of Music Conference and Events Business Case, and the City of Music Expo Business Case' BE RECEIVED.

Motion Passed

2.3 COVID-19 Ongoing Impacts on City of London Operations and Services

Moved by: M. van Holst
Seconded by: M. Hamou

That, on the recommendation of the City Manager, the staff report dated September 20, 2022, entitled “Covid-19 – Ongoing Impacts on City of London Operations and Services” BE RECEIVED for information.

Motion Passed

2.4 2022 Mid-Year Operating Budget Monitoring Report

Moved by: M. van Holst
Seconded by: M. Hamou

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken with respect to the 2022 Mid-Year Operating Budget Monitoring Report:

a) the 2022 Operating Budget Mid-Year Monitoring Report for the Property Tax Supported Budget, Water Budget, and Wastewater and Treatment Budget BE RECEIVED for information. An overview of the net corporate projections are outlined below, noting that the year-end positions could fluctuate based on factors beyond the control of the Civic Administration:

- i) Property Tax Supported Budget projected surplus of \$8.6 million;
- ii) Water Rate Supported Budget projected surplus of \$3.8 million;
- iii) Wastewater and Treatment Rate Supported Budget projected surplus of \$1.6 million;

it being noted that Property Tax, Water, and Wastewater & Treatment Budget surplus will be allocated in accordance with the Council Approved Surplus/Deficit Policy;

b) the presentation providing an overview of 2022 Mid-Year Budget Monitoring (as appended to the staff report dated September 20, 2022 as Appendix C) BE RECEIVED for information.

Motion Passed

2.5 2022 Mid-Year Capital Budget Monitoring Report

Moved by: M. van Holst
Seconded by: M. Hamou

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken with respect to the 2022 Mid-Year Capital Budget Monitoring Report, dated September 20, 2022:

a) the 2022 Mid-Year Capital Budget Monitoring Report BE RECEIVED for information; it being noted that the life-to-date capital budget represents \$2.8 billion with \$1.8 billion committed and \$1.0 billion uncommitted; it being further noted that the City Treasurer, or designate, will undertake the housekeeping budget adjustments identified in the above-noted report, in accordance with the Multi-Year Budget Council Policy;

b) the status updates of active 2019 life-to-date capital budgets (2019 and prior) having no future budget requests, as appended to the staff report dated September 20, 2022 as Appendix “B”, BE RECEIVED for information;

c) the following actions be taken with respect to the completed capital projects identified in Appendix “C” appended to the above-noted staff report, which have a total of \$2.0 million of net surplus funding:

- i) the capital projects included in Appendix “C” BE CLOSED; and,
- ii) the following actions be taken with respect to the funding associated with the capital projects approved for closure in c) i), above:

Rate Supported

- A) pay-as-you-go funding of \$3 thousand BE TRANSFERRED from capital receipts;
- B) uncommitted reserve fund drawdowns of \$1.47 million BE RELEASED back into the reserve funds which originally funded the projects;

Non-Rate Supported

- C) uncommitted reserve fund drawdowns of \$43 thousand BE TRANSFERRED from Non-Rate Supported Reserve Funds;
- D) other net non-rate supported funding sources of \$567 thousand BE ADJUSTED in order to facilitate project closings.

Motion Passed

2.6 Amendment - Terms of Reference - Committee of Management for the Dearness Home

Moved by: M. van Holst
Seconded by: M. Hamou

That, on the recommendation of the City Clerk, the proposed by-law as appended to the staff report dated September 20, 2022 Appendix “A”, being “A By-law to amend By-law A.-6582-255 being a by-law to establish a Committee of Management for the Dearness Home and to update the Terms of Reference”, BE INTRODUCED at the Municipal Council Meeting to be held on September 27, 2022.

Motion Passed

2.7 4th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

Moved by: M. van Holst
Seconded by: M. Hamou

That the 4th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee from its meeting held on September 8, 2022 BE RECEIVED.

Motion Passed

2.8 Municipal Accommodation Tax - Tourism London Annual Report

Moved by: M. van Holst
Seconded by: M. Hamou

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, Tourism's London annual report on the expenditure of Municipal Accommodation Tax revenues BE RECEIVED for information.

Motion Passed

2.1 Actions Implementing London's UNESCO Designation as Canada's 'City of Music'

Moved by: S. Lewis

Seconded by: J. Fyfe-Millar

That, on the recommendation of the Deputy City Manager, Planning and Economic Development the following actions be taken with respect to London's UNESCO designation as Canada's 'City of Music':

- a) the area previously identified in the Music, Entertainment and Culture District Strategy as the Downtown/Old East Village District BE REDESIGNATED as the Core Area Entertainment District;
- b) the Civic Administration BE DIRECTED to
 - i) proceed with the actions required to include the UNESCO City of Music messaging on new City of London gateway roadside signage, City Hall and Centennial Hall, the Victoria Park Bandshell and;
 - ii) work with our partners at RBC Place and Budweiser Gardens for inclusion of the messaging on building signage;
- c) the Civic Administration BE DIRECTED to report back at a future date with a proposed governance structure and detailed four-year action plan to implement London's UNESCO 'City of Music' designation over time and within existing budgets or in association with the next 4-year multi-year budget.

Yeas: (15): Mayor E. Holder, 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. Pelozza, J. Fyfe-Millar, and S. Hillier

Motion Passed (15 to 0)

3. Scheduled Items

None.

4. Items for Direction

4.1 Anti-Racism and Anti-Oppression Framework

Moved by: M. Hamou

Seconded by: M. Cassidy

That, on the recommendation of the City Manager, the following actions be taken with respect to the new Anti-Racism and Anti-Oppression Framework:

- a) the above-noted Framework, as outlined in the staff report dated September 20, 2022, BE ENDORSED; and,
- b) the Civic Administration BE DIRECTED to undertake the necessary steps to implement the Framework.

Yeas: (15): Mayor E. Holder, 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. Pelozza, J. Fyfe-Millar, and S. Hillier

Motion Passed (15 to 0)

4.2 Hyde Park Business Improvement Association

Moved by: S. Lehman
Seconded by: J. Helmer

That the following actions be taken with respect to the Hyde Park Business Improvement Association:

a) the resignation of Jean Coles from the Hyde Park Business Improvement Association BE ACCEPTED; and,

b) Vicki Balazs, Jaydancinc Inc. and Kelsey Watkinson, Curley Brewing Company BE APPOINTED to the Hyde Park Business Improvement Association for the term ending November 14, 2022;

it being noted that the Strategic Priorities and Policy Committee received communications from D. Szpakowski, General Manager/CEO, Hyde Park Business Improvement Association with respect to this matter.

Yeas: (15): Mayor E. Holder, 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. Pelozza, J. Fyfe-Millar, and S. Hillier

Motion Passed (15 to 0)

5. Deferred Matters/Additional Business

None.

6. Adjournment

Moved by: J. Fyfe-Millar
Seconded by: M. van Holst

That the meeting BE ADJOURNED.

The meeting adjourned at 4:57 PM.

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: Actions Implementing London's UNESCO designation as
Canada's 'City of Music'

Date: September 20, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development the following actions be taken with respect to London's UNESCO designation as Canada's 'City of Music':

- a) The area previously identified in the Music, Entertainment and Culture District Strategy as the Downtown/Old East Village District **BE REDESIGNATED** as the Core Area Entertainment District;
- b) Staff **BE DIRECTED** to proceed with the actions required to include UNESCO City of Music messaging on new City of London gateway roadside signage; and
- c) Staff **BE DIRECTED** to report back at a future date with a proposed governance structure and detailed four-year action plan to implement *London's UNESCO 'City of Music'* designation over time and within existing budgets or in association with the next 4-year multi-year budget.

Executive Summary

On November 8, 2021, UNESCO formally designated London as Canada's *first* and *only* UNESCO City of Music. In receiving this internationally regarded distinction the City of London has committed to numerous ways of cultivating the role music will serve, in the context of a wider array of entertainment and culture actions, in developing the local community and economy.

In the Mayor's 2022 State of the City address, it was observed that this designation provides opportunities for music to serve as an important contributor to London's community recovery and renewal, while offering a sustained economic boost to the city. The Core Area is uniquely positioned to lead the revival of these sectors as a contributor to wider economic benefits for the city as a whole. This purpose of this report is to reply to a May 3, 2022 resolution of Municipal Council to begin the process of building upon London's UNESCO designation as Canada's City of Music.

Linkage to the Corporate Strategic Plan

The summary of existing and proposed actions subject of this report were developed through applying a lens through all of London's Strategic Areas of Focus, including Strengthening Our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service.

As Canada's first and only UNESCO City of Music, these recommendations align with London's vision to be a world leader in commerce, culture, and innovation; they represent our region's connection to the international stage and our dedication to fulfill our mission as a responsive and modern public service partner that fosters change to build a better London for all.

1.0 Background Information

1.1 London's UNESCO City of Music Designation

First created in 2004, The UNESCO Creative Cities Network (UCCN) strives to promote cooperation with and among cities that have identified creativity as a strategic factor for sustainable urban development.

On April 13, 2021, City Council formally endorsed an application to the UNESCO (United Nations Educational, Scientific and Cultural Organization) Creative Cities Network for London to become a member of said network. A formal application led by Civic Administration (Cultural Services and London Music Office) was prepared and submitted on June 30, 2021. On November 8, 2021, UNESCO formally designated London as Canada's *first and only* UNESCO City of Music. Across Canada, three additional cities are recognized as UNESCO Creative Cities including Montreal (City of Design, 2006), Toronto (City of Media Arts, 2017) and Quebec City (City of Literature, 2017).

WHAT THE DESIGNATION MEANS FOR LONDON

A UNESCO City of Music designation is an ongoing commitment to continue developing and strengthening our music sector. As a UNESCO City of Music, London will be able to connect and collaborate at an international level with the 59 other Cities of Music. London's UNESCO City of Music Action Plan envisions developing London into a more robust, culturally diverse, and enriched music community by:

- Creating greater inclusivity for IBPOC businesses, individuals, and communities in the boom of arts and culture
- Nurturing homegrown talent
- Attracting and developing international talent
- Assisting and supporting more Cities of Music and strengthening the UCCN

The cities within the Music Network, including London, commit to developing both local and international opportunities. The six areas of focus areas for London include:

- Music Incubation
- Inclusive Community
- Music & Film
- City of Music Exchanges
- Music Conferences
- Media Arts

1.2 Council Resolution

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

That the following actions be taken with respect to London's UNESCO designation as Canada's 'City of Music':

a) the Civic Administration BE DIRECTED to report back, in a timely manner, on specific geographical borders for the establishment of a Core Area Entertainment District, while also defining what such a District may constitute; and,

b) the Civic Administration BE DIRECTED to report back on tangible actions that can be undertaken year-round to demonstrate how music, entertainment, and culture can aid in fueling our community's ongoing economic and social recovery; it being noted that actions may include, but should not be limited to, pursuing additional supportive investments from federal and provincial government partners. (AS AMENDED) (4.2/8/PEC)

1.3 Previous Reports Related to this Matter

The following reports are directly related to the May 3, 2022 Council Resolution:

- London Community Recovery Network – Recovery Funding Business Cases (London Public Library Reading Garden Access from Dundas Place Flex Street) (SPPC, July 27, 2022)
- London Community Recovery Network – Recovery Funding Business Cases (London City of Music Expo; City of Music Conference and Events) (SPPC, June 22, 2022)
- Zoning By-law Patio Review (CPSC June 21, 2022)
- London Community Recovery Network – Recovery Funding Business Cases (Centre Stage Patio Grant) (SPPC, June 7, 2022)
- London Community Recovery Network – Update on Municipally Funded and Community Initiatives (SPPC, June 7, 2022)
- Application to UNESCO for London to be designated a ‘UNESCO City of Music’ (CPSC, March 30, 2021)
- Sound By-Law – Public Participation Meeting Outdoor Patio Time Exemption And Housekeeping Amendments (CPSC February 20, 2019)
- Music, Entertainment and Culture District Strategy Amendments and Implementation Status Update (PEC, November 12, 2018)
- Music, Entertainment And Culture District Feasibility Study And Strategy (SPPC, March 20, 2017)
- London’s Music Strategy, (SPPC, September 2, 2014)
- London’s Cultural Profile Report and London’s Cultural Prosperity Plan (CPSC, March 5, 2013)

Please note that the March 20, 2017 report contained an extensive list of other reports related this matter in its Appendix A that are not repeated here.

2.0 Discussion and Considerations

2.1 Defining a Core Area Entertainment District and its borders

2.1.1 Music, Entertainment and Culture District Strategy [MECDS] Borders

London’s 2021 UNESCO Music City designation is attributable to the groundwork laid in London’s 2014 Music Strategy, itself implemented in part through London’s Music, Entertainment and Culture District Strategy. Drawing from the feedback received through a robust consultation process and the review of other municipalities’ approaches, the MECDS implementation approach takes into account and balances the perspectives of residents and business owners, event organizers and industry professionals, and staff from various organizations and agencies. City Council on November 20, 2018 adopted amendments to the MECDS boundary definitions proposed in the Strategy’s initial 2017 approval.

The MECDS identifies 3 categories of districts where the intensity, frequency, and duration of Music, Entertainment and Cultural Events are generally similar and accordingly supported to varying degrees. The district categories include:

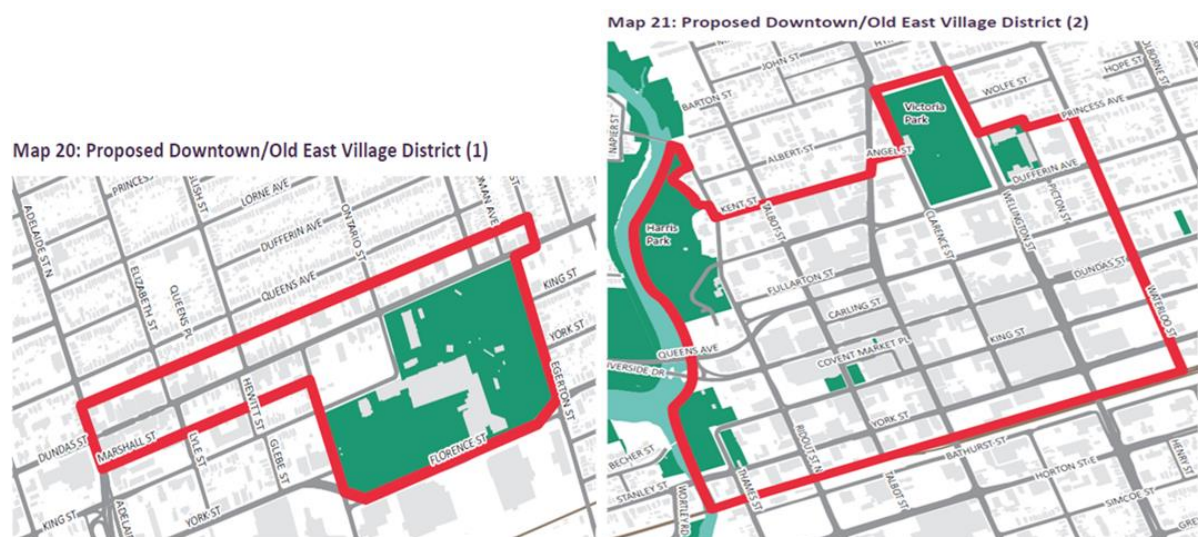
- City-Wide District,
- Main Street District, and
- Downtown/Old East Village District.

The districts were derived from an examination of where major venues and supporting businesses and infrastructure are already clustered in London, and how they function in the London Plan’s Place-Type city-building framework. This approach was meant to underpin community expectations of where intensity and diversity of uses are to be more or less pronounced. Where expectations of intensity, frequency, and duration of uses is higher, regulatory and promotional responses are proportionately greater.

City-Wide is the baseline district, where music, entertainment, and culture events happen relatively less frequently and are not clustered in time or space in any significant or sustained way. Canada Day events are a good example of the type and size of City-wide intensity. Regulations and processes City-wide anticipate the least intensity, frequency, and duration of events similar to the current status quo.

London's Main Streets are designated to be equipped to act as "local downtowns" for their surrounding Neighbourhoods, to accommodate comparatively more music, entertainment, and culture events, more frequently than the baseline situation, including some instances/locations which draw significant participation from outside the local community, such as Richmond Row.

The Downtown/Old East Village District boundary includes all nine major music, entertainment, and cultural hubs located within the downtown and the four major hubs located within Old East Village identified in the MECDS. The boundary also includes the majority of the complementary venues and patios identified. Downtown, being the heart of the city, belongs to the whole city, and acts as London's calling card to the world. The Downtown music, entertainment and culture district would normally be the location with the biggest cluster of the most frequent events, and therefore be expected to sustain the greatest intensity of such activity in the city. In the MECDS, Downtown's expected intensity, frequency, and duration of events, though greatest in the city, is expected to have somewhat broader, but not unlimited, regulatory permissions than elsewhere. It would also have a proportionately greater allocation of attention in the spectrum of proposed public space stewardship and district promotion methods necessary to cope with the consequences of hosting the highest order of intensity. Very similarly, the four major hubs located within Old East Village, especially the Western Fair Entertainment District, were a significant factor in the decision to define the merged Downtown/Old East Village District, on the understanding that the [formerly] two Districts would not necessarily fall within one single boundary. Map 20 and Map 21 in the MECDS, pictured below, define the 2-part boundary.



The territory and characteristics derived in the evolution of the MECDS, provide a policy-based rationale on which to base specific geographical borders for the establishment of a "Core Area Entertainment District", while also defining what such a District may constitute. By geographically defining the "Core Area Entertainment District" from this source, implementing that District can be framed by the expectations already cited in London's Music, Entertainment and Culture District Strategy.

2.1.2 Borders in Other Core Area Plans

In adopting the Downtown/Old East Village District borders from the 2018 MECDS as the Core Area Entertainment District, it is also noted that there are points of potentially significant intersection with certain aspects focusing on music, entertainment, and culture found in two other Core Area plans. These are discussed in section 2.2 below. The Core Area Action Plan (CAAP), approved by Council on November 12, 2019, encompasses the area shown below. It is larger than, but incorporates the 2-part MECDS "Downtown/Old East Village District".



To implement certain actions that originated in the CAAP which are applicable to private property, the Core Area Community Improvement Project [CIP] Area and Plan was adopted in 2021. The CIP Area boundary is consistent with the CAAP boundary. Actions executed under the purview of these two plans are much broader in their scope and intent than MECDS actions specifically focused on operationalizing a Core Area Entertainment District. However, the intersection of actions in the Core Area Plans do provide additional support that can strengthen the context in which the specific MECDS actions are applied.

2.2 Tangible Actions

There are tangible actions already underway, and more that can be undertaken, year-round to demonstrate how music, entertainment, and culture can aid in fueling our community's ongoing economic and social recovery. These initial actions are summarized below.

2.2.1 Actions from the Music Entertainment and Culture District Strategy

The MECDS recognizes the benefits of establishing a framework that is supportive of music, entertainment, and cultural events and activities, and meanwhile acknowledges that these uses can create impacts that exceed established community and/or regulatory expectations. Events and activities can strengthen London as a city, help to drive economic opportunities, assist in urban regeneration, strengthen the image of our city, enhance the quality of life, promote diversity, and provide a competitive edge for talent attraction and retention. However, noise, traffic congestion, and littering are a few examples of potential impacts created by these uses that can negatively affect the quality of life of nearby residents and local business operations.

To balance these impacts, the MECDS is guided by the following directions:

- Celebrate and promote music, entertainment, and cultural events and activities.
- Streamline processes to facilitate events and activities of all scales.
- Mitigate impacts that sometimes come with these events and activities.

An implementation plan is included as part of the Strategy. Reports are periodically provided in a table which summarizes progress made in the 18 implementation plan items. City Council on November 20, 2018 received the first Implementation Status Update since the Strategy's initial approval in 2017. Although impacts attributable to pandemic restrictions have slowed implementation progress on some of the original 18

items since that report, other actions have been undertaken. For example this year, amendments were proposed to Section 4.18(6) Seasonal Outdoor Patios of the Z.-1 Zoning By-law for temporary and seasonal patios to have the capacity to support small-scale, outdoor music performances, thereby supporting London's new UNESCO City of Music designation. Also, a Temporary Sound Permit is now required for all amplified outdoor music. To date, the City of London Municipal Compliance office has issued 16 sound permits for the 2022 season, allowing a variety outdoor music, live bands and DJ's. Volume allowances for patios include a maximum of 70 decibels and 80-90 decibels for outdoor concerts, at the point of reception. Time allowances are anywhere between 9:00am and 12:00 midnight. Civic Administration are of the opinion that the Sound By-law warrants a further review to ensure that all regulations are in keeping with the UNESCO City of Music designation.

Another Implementation Strategy Update should be undertaken to capture these efforts and to summarize progress generally made since 2018 on the original 18 implementation plan items. It should also consider any significant additional actions that align with the strategy which have emerged since 2018, especially music, entertainment, and culture learnings informed by pandemic recovery initiatives and by UNESCO City of Music commitments.

2.2.2 Actions from the Core Area Action Plan

Over 70 action items are being pursued to address four key areas of need cited in the CAAP. Several actions in the Core Area Action Plan (CAAP) have direct and indirect intersections with London's progress in demonstrating how music, entertainment, and culture can aid in fueling our community's ongoing economic and social recovery. Actions related to support of Core Area activations and events, security, and outreach services are especially relevant in this regard. Annual reports summarize the progress being made on implementing all CAAP actions using existing budgets.

Following the most recent annual report, staff were directed on March 22, 2022 to prepare an updated Core Area Action Plan, expanding the current plan to the years 2024 to 2027 inclusive, for the consideration of Council in 2023 in coordination with the next Multi-Year Budget and Strategic Plan development processes. This work will be folded in with the development of the Core Area Strategy and Council's next strategic plan.

2.2.3 Actions from the London Community Recovery Network Initiative [LCRN]

Supporting the hardest hit sectors of arts, culture, tourism and hospitality has been highlighted as a priority by the London Community Recovery Network. The LCRN has pointed to the rebound of these important sectors as key for London's overall recovery and renewal over the next three years and are taking steps to measuring this within the LCRN Framework.

On February 23, 2021 Council approved implementation plans for 2021 and 2022 for the following LCRN Ideas for Action related to how music, entertainment, and culture can aid in fueling our community's ongoing economic and social recovery:

- Initiating a Christmas (Holiday) Market in the community to serve as a local and regional destination and involve local and regional artisans. Strategically located outdoor vendor markets in all seasons contribute to the animation of public spaces and can attract visitors and facilitate community connections which can lead to local economic development.
- Expanding the frequency, intensity, and duration of artist performance opportunities throughout the Core Area to cover both outdoor concerts and outdoor performances in all public spaces.
- Creating both formally guided and self-guided tours of murals, visual art exhibits, public art installations and monuments in the downtown core, leveraging the Culture City X initiative started (2018) by the London Arts Council (LAC) and

funded partially by the City of London, that provides opportunities through cultural industry specific jobs for professional artists and arts venues and organizations to host and present immersive experiences during tours.

- Implementing a Downtown Wayfinding Plan to focus on actions that get people moving around the core.

On June 14, 2022 Council approved the Centre Stage Patio Grant program, which continued the 2021 Patio Grant program in Business Improvement Areas by offering more opportunities for hospitality businesses to provide patio materials to support dining outdoors at local cafes, restaurants, bars, with the enhanced option to also provide patio operators options for the purchase of equipment to stage performances that support greater access for local musicians to present live music performances and cultural activities.

On July 5, 2022, Council, to promote and leverage London's UNESCO City of Music designation, approved a proposal for the London Chamber of Commerce to host a full-day Expo to highlight the designation. At the same meeting, a separate initiative was also approved, for the London Music Office to host a City of Music Conference and Events.

On August 2, 2022 Council approved a proposal from the London Public Library to provide direct access from Dundas Place to the 'Reading Garden'. This will add cultural vibrancy to Dundas Place and permit easier community access to the garden and the free programs for children and adults that the Library regularly holds during the warmer months. Another benefit is that the access will provide an additional venue for music performances and festivals, such as *Music Mondays*. Additionally, Council also approved a proposal from TechAlliance focused on an innovation challenge that is intended to bolster the creative industries with London-developed technical innovations, by addressing the unique needs of delivering prosperity for our local creative industries of music, film, media arts and digital gaming. Both proposals will contribute to the City's efforts to build on its UNESCO designation.

2.2.4 UNESCO Creative Cities Network Related Actions

The UNESCO City of Music designation is relatively recent. The application that led to this distinction, and the work done since it was received by London, is currently being supported through a City of London Enterprise Resource Team made up of representatives from: the London Music Office, Culture Services, Tourism London, Economic Partnerships, and the London Arts Council. This team has received substantial assistance from Information and Technology Services with developing a UNESCO Action Plan tracking tool through the use of Power BI. With this as a foundation, and so many other City service areas actually or potentially able to manifest the UNESCO City of Music designation in the course of their work, it is recommended that a clear governance structure be developed to ensure effective collaboration.

Consultation that occurred during the development of the MECDS did not directly address many of the issues of interest that emerged as a result of pursuing the UNESCO City of Music designation. Given the significance of the designation and the long-term commitments that come with it, it would be useful to explore reviewing the MECDS to determine how it might be amended to include how the issues could be consolidated into the MECDS. This review could place these UNESCO designation implementation proposals in the context of the policy perspectives and operational approaches forming the overall Strategy for Music, Culture & Entertainment.

2.2.5 Additional Actions

The actions summarized above include, but are not limited to, pursuing additional supportive investments from federal and provincial government partners.

Part of the City's "Welcome To The Heart Of London" Tourism Relief Fund approved project includes graphics to visually express or symbolize London's identity as Canada's

only UNESCO City of Music on temporary and permanent infrastructure in that geographical territory. This identity can also be made apparent upon arriving at the city limits at various entry points. A UNESCO City of Music tab can be added to the City-owned entrance signs.

A funding application, led by Canada's Music Incubator (CMI) and supported by the London Music Office, Tourism, and the Economic Partnerships Office, Planning and Economic Development, was submitted on March 3, 2022 to the CPAWRF (Canada Performing Arts Workers Resilience Fund Program). As a result, Canada's Music Incubator (CMI) was successful and will be receiving funding in the amount of \$300,000 to develop a project to offer professional development and career-related skills development, both on-line and in person, for live performing arts workers with the goal to increase career resiliency. The project will include skill-building industry panels/on demand webinars, workshops, a business development accelerator and one-on-one mentorship sessions. All music industry artists involved in the professional development initiatives will also be provided with free 24-7 access to short term counselling. The anticipated reach is 225 participants (London and Southwestern Ontario).

Conclusion

It is recommended that the Core Area Entertainment District be defined as the Downtown/Old East Village District described in the MECDS (Music, Entertainment and Culture District Strategy).

Dozens of tangible actions are being undertaken year-round which demonstrate how music, entertainment, and culture can aid in fueling our community's ongoing economic and social recovery. Some link back to implementing the direction adopted in the MECDS. Others have been established through recent efforts focused on Core Area support and/or pandemic recovery. These actions span across several City service areas and involve a high degree of collaboration with community partners.

It is recommended that staff continue work to implement London's UNESCO City of Music designation in policy development and implementation consistent with the MECDS, in practical measures such as branding on roadside gateway signs, and through a proposed governance structure and detailed implementation plan that can solidify how these and future actions can be prioritized and tracked over time and within existing budgets or in association with the next 4-year multi-year budget.

Prepared by: **Jim Yanchula Manager, MCIP, RPP
Manager, Core Area & Urban Regeneration, Economic
Supports and Services**

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

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

cc: Lynne Livingstone, City Manager
Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services
Cheryl Finn, General Manager, Tourism London
Patti McKague, Director, Strategic Communications and Government Relations
Rosanna Wilcox, Director, Strategy and Innovation
Barbara Maly, Executive Director, Downtown London Business Improvement Area
Jen Pastorius, Executive Director, Old East Village Business Improvement Area

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: Amendment to Delivery Date of the City of Music Conference and Events Business Case and the London City of Music Expo Business Case

Date: September 20, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the information report dated September 20, 2022, with respect to the 'Amendment to Delivery Date of the City of Music Conference and Events Business Case, and the City of Music Expo Business Case' **BE RECEIVED.**

Executive Summary

On June 22, 2022, Municipal Council Received the London Community Recovery Network – Recovery Funding Business Cases report. That report included the 'City of Music Conference and Events Business Case' requesting \$50,900 in funding, and the 'London City of Music Expo Business Case' requesting \$100,000 in funding. Funding was approved by Municipal Council on July 5, 2022. The London Music Office and the London Chamber of Commerce were joint proponents on both business cases.

Subsequent to the approval, the project proponents, London Music Office and the London Chamber of Commerce, identified a scheduling conflict and are advising that the delivery date of both business cases needs to be amended from November of 2022 to the first quarter of 2023 in order to secure the preferred venue (RBC Place).

*Note - No new additional funds are being sought.

Linkage to the Corporate Strategic Plan

The two business cases noted above align with the following area of focus under the City of London Strategic Plan:

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

Analysis

Background Information

1.0 Previous Reports Related to this Matter

- London Community Recovery Network – Recovery Funding Business Cases- June 22, 2022, SPPC

Discussion and Considerations

2.0 London Community Recovery Network – Business Cases Summary

LCRN Business Case: City of Music Conference and Events

Idea Lead: London Music Office, Tourism London

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

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

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

Financial contribution approved by the City: \$50,900

LCRN Business Case: London City of Music Expo

Idea Lead: London Chamber of Commerce

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

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

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

Financial contribution approved by the City: \$100,000

2.1 London Community Recovery Network – Amendment to Delivery Date

On July 5, 2022, Municipal Council approved funding for the ‘City of Music Conference and Events Business Case’ in the amount of \$50,900, and for the ‘London City of Music Expo Business Case’ in the amount of \$100,000. The intent is for the London Music Office and the London Chamber of Commerce to host both events back-to-back, in order to extend visitor stays and work together to reduce costs while maximizing impact. The original timelines suggested to deliver the events in November of 2022 in order to mark the one-year anniversary of London’s unique, one-of-a-kind UNESCO City of Music designation, however due to the inability of securing the preferred venue, it has been decided that the 1st quarter of 2023 will be a more appropriate time to host both events.

The London Music Office and the London Chamber of Commerce are advising that the City of Music Conference and Events, and the London City of Music Expo, originally to be held in November, will be extended into the first quarter of 2023. This change will allow for both events (EXPO and Conference) to be held at the preferred venue (RBC Place), as the dates were not available for both events in November at that venue. The preferred venue will be most cost-effective as it already houses the equipment needed for the events.

Furthermore, extending the time to plan the event provides for more time to market the event and build excitement around it as well as to attract sponsors and exhibitors, and confirm musical performances. Additionally, this time extension will also allow to involve elected officials as guest speakers, given that elected officials are unable to commit to participating in events post-election.

2.3 Financial Impact/Considerations

There are no financial considerations for this extension. The funding for this initiative is set aside in a reserve fund and will not be allocated until the events take place.

Conclusion

This report was prepared as part of a joint agreement between the two business cases project proponents, the London Music Office, and the London Chamber of Commerce, that a change in delivery date from Q4 of 2022 to Q1 of 2023, for the London City of Music Expo and the City of Music Conference and Events, will have a greater impact in our community during a slower time of the year at the preferred venue.

Prepared by:	Cathy Parsons, MBA Manager, Economic Partnerships
Prepared by:	Cory Crossman Music Officer, London Music Office
Concurred by:	Stephen Thompson, MAES, RPP, MCIP, Ec.D.(F), CEcD Director, Economic Services and Supports
Concurred by:	Cheryl Finn General Manager, Tourism London
Recommended by:	Scott Mathers, MPA, P.Eng Deputy City Manager, Planning and Economic Development

cc. Chris Green, Economic Partnerships
Alan Dunbar, Financial Services and Supports

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: COVID-19 Ongoing impacts on City of London operations and services
Date: September 20, 2022

Recommendation

That, on the recommendation of the City Manager, the report dated September 20, 2022, entitled “Covid-19 – Ongoing Impacts on City of London Operations and Services” **BE RECEIVED** for information.

Executive Summary

When COVID-19 first emerged in the London area at the beginning of 2020, there were significant impacts on City operations and services. These impacts continued throughout 2020 into the first quarter of 2022 when most of the remaining COVID-19 restrictions and precautions were lifted by Provincial and local health officials.

Although most City of London programs and services are fully operational, there are ongoing impacts of COVID-19. The purpose of this report is to provide an overview of the ways these ongoing impacts continue to affect City of London operations, programs, and services.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee, meeting on June 23, 2020, Agenda Item 2.1 - COVID-19 - City of London Services.

<https://pub-london.escribemeetings.com/FileStream.ashx?DocumentId=73221>

Strategic Priorities and Policy Committee, meeting on September 22, 2020, Agenda Item 2.4 – City of London Fall Services

<https://pub-london.escribemeetings.com/FileStream.ashx?DocumentId=74819>

Strategic Priorities and Policy Committee, meeting on December 16, 2020, Agenda Item 2.2 – COVID-19 - City of London Services Update (Winter)

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentID=74440>

Strategic Priorities and Policy Committee, meeting on April 27, 2021, Agenda Item 5.1 – COVID-19 – City of London Services Update

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=80261>

2.0 Discussion and Considerations

The City's Approach

When COVID-19 first emerged as an issue, the City's response was guided by a set of principles. At the forefront has been the mission and values that have been set through Council's Strategic Plan for the organization.

Mission:

To be a responsive and modern public service partner that fosters change to build a better London for all.

Values:

Good governance
Driven by community
Acting with compassion
Moving forward with innovation

Guiding Principles:

Based on the mission and values, guiding principles were defined early in the City's process to respond to COVID-19. These principles served as the foundation for all that was done throughout the time the City's operations were significantly modified, and they continue to guide actions related to COVID-19. These principles include:

- Health and safety for residents and staff is a priority and is an ongoing commitment.
- Every effort will be made to minimize the harm to people and organizations impacted by decisions.
- Efforts to support economic recovery and those most vulnerable will be prioritized.
- A consistent, enterprise-wide approach will be taken.
- Communicating about service changes will be transparent, frequent, and ongoing.

Commitment to Health and Safety:

Throughout its response to COVID-19, the City has maintained an ongoing commitment to the health and safety of its employees and residents. This has been a priority through every stage of the COVID-19 response. Throughout all operations, health and safety precautions were incorporated, including efforts that allow for individual health screening upon entry of City facilities, appropriate personal protective equipment, physical distancing, frequent hand washing and hand sanitizing, and frequent sanitization of high touch areas.

Alignment with the Province and Local Public Health Guidance:

Throughout COVID-19, all actions taken at the municipal level have been aligned with the safety, recovery and restarting activities of the Province of Ontario. Decisions made at the Provincial level have had a direct impact on the City's operations. Staff will continue to monitor Provincial guidance and the guidance of local public health officials as we move into the fall to ensure that all actions taken at the Municipal level continue to be aligned with current health directives.

2.0 Current State:

Although most health precautions and restrictions have been lifted, ongoing impacts of the pandemic continue to be felt not only in London but in communities around the world. As well, new cases continue to be reported. Since December 31, 2021, PCR testing has been limited to individuals who live or work in highest risk settings, which means the cases that are reported underestimates the true number of people infected with COVID-19 in Middlesex-London. As of September 1, 2022, there were a total of 431 deaths reported in London and there were 684 active cases of COVID-19, with the total number of confirmed cases since the beginning of the pandemic having reached 41,938.

Throughout the pandemic, the Community Control Group met on a regular basis, with daily meetings in the initial phases, shifting to bi-weekly, and then to monthly meetings as health precautions continued to be lifted and the community experience stabilized. As well, the internal COVID-19 Working Group, consisting of City staff leading services and programs significantly impacted by COVID-19 or that were required to respond as circumstances changed, also shifted from meeting on a regular basis to meeting monthly and then as needed.

Like many organizations, City of London staff have experienced fatigue associated with constant change, as well as with the ongoing uncertainty of what future waves of COVID-19 may entail. Staff have demonstrated both resilience and agility as services were continually changing in earlier phases of the pandemic; however, this has not been without challenges. Throughout the pandemic, People Services has maintained a heightened focus on wellness, with the addition of programs and information to support self-care and well-being. As well, staff have been encouraged to take the vacation time that is allotted to them, and a Right to Disconnect Policy has been enacted to ensure that employees can disconnect outside of business hours.

Ongoing health precautions that continue to be in place in City facilities include:

- Self-assessment posters that encourage self screening prior to entering a City facility.
- Ongoing availability of hand sanitizer throughout City facilities.
- Use of plexiglass to support physical distancing where there is customer contact.
- Encouragement to wear a mask when working indoors and in close proximity with other staff members
- Mandatory Proof of COVID-19 Vaccination Administrative Policy

3.0 Ongoing Impacts

3.1 Staffing and Labour Shortages:

Like many organizations and other municipalities, the City has experienced some additional challenges in hiring and retaining staff as a result of COVID-19, especially for seasonal staff. As an example, despite enhanced recruitment efforts, both Parks Operations and Roadway Operations were unable to hire their full complement of temporary staff this year.

The Building Division and Planning and Development have also been impacted by staffing and labour shortages. Even with an intensive focus on hiring, the Planning and Development area has had a number of vacancies over the past 6 months. While vacancy rates have declined in the Building Division, there has been an impact on productivity as new employees are trained. It's expected that this will level off over the next several months as new staff are fully integrated and productivity increases.

Ongoing impacts on staffing and labour shortages not only impacted service areas that provide direct service to the community; they also impacted critical support services such as information technology services, facilities, people services and other corporate services that support the organization. These impacts are being felt enterprise wide.

Across the organization, and in the market in general, competition for talent has increased considerably. Candidates for many positions, whether internal or external candidates, usually have offers in hand and are comparing benefits and salary when they are contemplating an offer from the City. The ability to work remotely is often a factor in the decision to accept or decline a position as well. Through COVID-19, an additional impact has been an increase in the number of long-term staff who have made the decision to retire.

3.2 Service Delivery:

While we have returned to pre-pandemic service levels and program offerings across most City divisions, there are some ongoing impacts that affect the City's ability to fully deliver services. As an example, this summer, like many municipalities, there was a shortage of certified lifeguards, which meant swim programs were impacted. As well, recreation and community services that had been offered through the Carling Heights Optimist Community Centre continued to be impacted as this facility remained an assessment centre until late August, with maintenance and repairs required before it can fully re-open on October 6. Also, while we have seen registration numbers return to pre-pandemic levels, there may be some level of uncertainty or hesitance to participate in recreation and sport programs because of COVID-19. This will continue to be an unknown as we move into the fall, with the potential for a resurgence in case numbers.

The pandemic has been extremely difficult for individuals who are marginalized in London. Throughout COVID-19, there has been an increase in the number of people experiencing homelessness, addictions and episodic mental health challenges which has increased the demand for resources and staffing to support them. City staff are working with community organizations to identify ways to better deliver services, collectively and collaboratively, to those people who are marginalized in London.

3.3 Supply Chain:

City programs and services are also impacted by challenges experienced in the supply chain. As an example, the Green Bin packers have been delayed, which has meant the introduction of the Green Program will be delayed until the summer of 2023, with full program roll-out continuing into the fall as vehicles are delivered. As well, delivery of some playground replacement parts was delayed from the fall of 2021 to spring of 2023. Equipment replacement parts have also been delayed; one grass-cutting tractor has been out of commission because staff are awaiting parts.

Many capital construction materials have not been available as well. This has included signal and streetlight poles, pipes and other accessory materials, and most recently concrete due to cement shortages. As well, the landfill gas expansion at W12A Landfill was delayed while staff are waiting for appropriate materials.

Supply chain impacts have also resulted in contractors being hesitant to hold bid prices during the procurement period due to the risk of large cost fluctuations between bid submission and tender award.

The City's ability to implement pilot programs as part of the Master Accommodation Plan for Alternative Work Strategies has also been impacted by supply chain challenges, specifically, with delays in the delivery of furniture required to establish alternative workspaces.

There have also been significant impacts in supply chain within the Fire Department, including delays in the delivery of a respirator and filter apparatus, mechanical parts, bunker gear and station wear, defibrillator pads and batteries, tire availability and medical supplies.

3.4 Cost Escalation:

Across the organization, service areas have been impacted by cost increases in routinely purchased products. Some examples include the following:

- Almost doubling of costs for paint for outdoor sports facilities, fertilizer for golf courses and other facilities, and acrylic sport surfacing materials
- Increases in the cost of traffic paint, sign blanks and signposts
- Significant cost increases to equipment rentals for summer maintenance and winter road operations
- Increases in environmental items made from plastic and similar materials (e.g., Blue Boxes, home composters, reusable bags, etc.)
- Cost escalations impacting the Fire Department that include costs for mechanical fixes, apparatus and vehicles, all equipment and bunker gear.

The increased cost of living has placed pressure on household budgets which is beginning to impact collective bargaining agreements throughout the Province, as well as salary expectations for new hires in London.

The City has also experienced significant capital cost increases in 2022 and expect this to continue, which will impact tenders and RFPs well into 2023. The continued impact of cost increases on capital projects may require reprioritization or recalibrating of current capital budgets.

These impacts on operating and capital, and Civic Administration's plans to address them, are further outlined in the 2022 Mid-Year Operating Budget Monitoring Report (section 4.2) and 2022 Mid-Year Capital Budget Monitoring Report (section 2.1) which

also appear on the September 20, 2022, Strategic Priorities and Policy Committee agenda.

3.5 Private and Not-for-Profit Sector Labour Shortages:

In addition to labour shortages affecting retention and recruitment at the City directly, this is also having an impact on our ability to contract private sector organizations, primarily construction, and the length of time that is being estimated to complete projects. There have also been labour impacts in the not-for-profit sector as well. Some examples include the following:

- Some landscape projects are being estimated to take between two and three months longer to start and many companies are hesitant to provide a definitive schedule
- There are fewer responses and response times are slower to the general equipment rental tender for operations work
- Labour for recycling pickup and processing at recycling facility must now include incentives to attract employees
- Staff have also had to cancel tenders because of lack of bids; others have proceeded after only a single bid was received and a better outcome after re-tendering was unlikely
- Not-for-profit organizations have been impacted by the increased demands on their frontline staff. As well, City staff continue to work with community-based service providers to use SSRF funding to mitigate any impacts because of reduced or modified daytime and overnight spaces for those experiencing homelessness

4.0 Enhancements resulting from COVID-19

While the pandemic has resulted in a number of challenges, some of which will continue to have a long-term impact on the City, there are also a number of learnings that have been applied to services and programs that have enhanced the organization's capabilities. Overall, staff have demonstrated a high level of resilience, as well as innovation, creativity, flexibility, and agility in responding to what was ever-changing modifications to many programs and services.

Throughout the pandemic, the internal COVID-19 Working Group demonstrated the value of working enterprise-wide. This approach has continued and is now at the heart of how we operate, supported in part through a reorganization that strengthened this enterprise-wide focus.

Use of technology has been enhanced, with several adjustments required through COVID-19. The ability to meet virtually has impacted day-to-day operations, and has also impacted community engagement, making it possible for people to participate in engagement efforts without having to leave their homes. Staff have also enhanced the use of a recreation management system to better understand the needs of residents who use programs and to also communicate program modifications when required.

Enhancements were also made through continuous improvements that were developed and implemented during COVID-19. This has impacted processes at Dearness Home, Planning and Development, and Building. The Planning and Development area is undertaking a continuous improvement project centered around streamlining development approvals. This effort is 100% funded by the Province of Ontario and includes electronic record keeping and process enhancements. The project is ongoing and has included more than 20 detailed interviews with internal and industry stakeholders this summer to better understand the pain points they experience in the development approval process and as well as seek input in the identification of possible solutions. In partnership with stakeholders, the next steps will include the development of metrics and improvements to application review processes with a planned report to Committee in early 2023.

As staff work on the Master Accommodation Plan for Alternative Work Strategies and pilot programs, additional flexibility has been introduced for employees who are returning to City workspaces through the availability of temporary hybrid work arrangements that allow staff to work remotely for up to 50% of the time. This is in place where job functions and services are not impacted by hybrid work arrangements.

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, institutional sectors and those organizations representing communities that have experienced disproportionate impacts from COVID-19. The purpose of this network is to drive a strong and inclusive recovery for London. In the fall of 2021, the LCRN established a framework that identified a common vision, focus areas, and shared measures for community recovery and renewal in London. In 2020 and 2021, Council approved \$10 million in funding to support social and economic recovery measures. To date, close to \$7 million has been allocated, leaving almost \$3 million available for additional supports.

5.0 Managing Ongoing Impacts of COVID-19

As circumstances with COVID-19 continue to evolve, the City is well-prepared to manage ongoing impacts. From a community perspective, the Middlesex-London Health Unit continues to monitor the case counts and experience with COVID-19 and the Community Control Group remains at the ready in the event circumstances warrant additional community-wide management.

From an organizational perspective, City staff will continue to apply continuous improvement principles to identify effective and efficient ways to deliver services that have been affected by ongoing COVID-19 impacts.

Staffing shortages associated with COVID-19, in addition to an aging workforce, have prompted a more proactive outreach process for recruitment. Communicating the value of working at the City of London, beyond salary, is critical to attracting the best talent. The move to hybrid working arrangements, as well as added professional development opportunities are being used as tools in recruiting for positions that are hard to fill.

Where there are budget impacts as a result of ongoing impacts of COVID-19, including changes to service delivery or additional resources, these will be brought forward to Council through the 2023 Budget Update and through the 2024-2027 Multi-Year Budget Process.

Conclusion

It has been more than two years since COVID-19 first had an impact on City of London programs and services. Throughout this time, the City has provided vital services to the community, and the Civic Administration has responded quickly to changes to Provincial orders, restarting programs and services where it is safe and possible to do so, and modifying and restricting services when it was not.

While many of the immediate impacts of COVID-19 have subsided and programs and services have returned to pre-pandemic levels, there remain several ongoing, longer-term impacts that will continue to affect City operations. Staff are monitoring these closely and adjusting as required and when possible; however, a number of these impacts are not isolated to City services and are being experienced across the community, and in fact, across the country.

Looking ahead, there is also ongoing uncertainty about the potential impacts of a resurgence of COVID-19 on our workforce and on the community. These will also be monitored closely, with the ongoing commitment to align with any Provincial and local health guidance, and to be guided by the principles established at the onset of the

pandemic. Applying what has been learned over the past 2 years and working in collaboration with all community partners, the City is well-prepared to manage ongoing impacts of COVID-19, as well as to respond to any additional waves.

Prepared by: Patti McKague, Director, Strategic Communications and Government Relations

Recommended by: Lynne Livingstone, City Manager

CC: Senior Leadership Team

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

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

Subject: 2022 Mid-Year Operating Budget Monitoring Report

Date: September 20, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken with respect to the 2022 Mid-Year Operating Budget Monitoring Report:

- a) The 2022 Operating Budget Mid-Year Monitoring Report for the Property Tax Supported Budget, Water Budget, and Wastewater and Treatment Budget **BE RECEIVED** for information. An overview of the net corporate projections are outlined below, noting that the year-end positions could fluctuate based on factors beyond the control of Civic Administration:
 - i) Property Tax Supported Budget projected surplus of \$8.6 million.
 - ii) Water Rate Supported Budget projected surplus of \$3.8 million.
 - iii) Wastewater and Treatment Rate Supported Budget projected surplus of \$1.6 million.

It being noted that Property Tax, Water, and Wastewater & Treatment Budget surplus will be allocated in accordance with the Council Approved Surplus/Deficit Policy.
- b) The presentation providing an overview of 2022 Mid-Year Budget Monitoring (Appendix C) **BE RECEIVED** for information.

Executive Summary

This report provides a summary of the projected 2022 year-end operating results for the Property Tax Supported Budget, the Water Rate Supported Budget and Wastewater and Treatment Rate Supported Budget.

The Property Tax Supported Budget is projected to incur a total of \$32.3 million of COVID-19 financial impacts in 2022 (projected lost revenues and additional costs). However, significant Federal and Provincial support has been made available since the onset of the pandemic, with the City of London currently projecting to utilize a total of \$17.9 million in 2022 through various programs announced this year and unused funding carried over from 2021. In addition, net operational savings of \$23 million are projected as a result of various factors (articulated later in this report). Combining the net COVID-19 financial impacts with the net operational savings, the City is projecting to end the year in a surplus position of \$8.6 million for the Property Tax Supported Budget.

The Water Rate Supported Budget is projecting to realize a revenue surplus of \$1.9 million primarily driven by surplus from residential consumption-based revenues. Combined with a \$1.9 million surplus from various operational costs savings, these factors result in the Water Rate Supported Budget projecting a \$3.8 million surplus.

The Wastewater and Treatment Rate Supported Budget is projecting additional costs of \$0.1 million related to COVID-19. A total of \$1.7 million of savings is projected primarily from energy efficiency savings and net operational savings, with another \$1.6 million in revenue surplus primarily from residential consumption-based revenues. This is offset by a \$1.6 million deficit in high strength sewer surcharges. These factors result in the Wastewater and Treatment Budget projecting an overall surplus of \$1.6 million.

The Municipal Council approved Surplus/Deficit Policy provides for the allocation of Property Tax, Water, and Wastewater and Treatment year-end surplus, if realized.

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. The City of London's Multi-Year Budget development and monitoring is a strategy to maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term. On a semi-annual basis, through the Operating Budget Monitoring Report process, Civic Administration measures the results achieved against approved budgets, and recommends appropriate adjustments in line with City policies and practices. This exercise ensures the operating budget is continuously updated and reflective of the City's Strategic Plan.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee, meeting on April 19, 2022, Agenda Item 4.1, 2021 Year-End Operating Budget Monitoring Report

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=91422>

2.0 Discussion and Considerations

Budget monitoring is a key component for the governance and accountability process of the 2020 to 2023 Multi-Year Budget. As part of the move to a Multi-Year Budget for the Corporation of the City of London (the “City”), the budget monitoring process and reporting elements were evaluated to ensure that Council and the community are provided with the appropriate amount of information to understand actual and projected spending against the budget.

Each year Civic Administration will submit two monitoring reports to Council, the Operating Budget Mid-Year Monitoring Report and Operating Budget Year-End Monitoring Report. In addition to these two reporting cycles, once per year the multi-year budget is updated through the Annual Budget Update (refer to **Appendix B** for the budget cycle). The monitoring reports and annual budget updates inform Council and the community of the City’s progress towards achieving the approved multi-year budget targets.

The purpose of this report is to:

- Provide an overview of the projected financial results of the operating budgets for the Property Tax Supported Budget and Water and Wastewater and Treatment rate supported budgets.
- Provide an overview of the projected net financial impacts of COVID-19.
- Provide an overview of federal and provincial funding as well as other forms of grants provided in response to COVID-19.
- Provide an overview of the potential impacts of inflation.
- Provide a summary of other emerging issues that may impact the Multi-Year Budget in 2023.

3.0 Financial Impact/Considerations

3.1 2022 Property Tax Supported Operating Budget Monitoring

COVID-19 continues to have a financial impact on the City’s Property Tax Supported Budget. The City is projecting to incur a total of \$32.3 million of COVID-19 financial impacts in 2022 (projected lost revenues and additional costs). However, significant Federal and Provincial support has been made available since the onset of the pandemic, with the City of London currently projecting to utilize a total of \$17.9 million in 2022 through various programs announced this year and unused funding carried over from 2021. In addition, net operational savings of \$23 million are projected as a result of various factors as outlined below. Combining the net COVID-19 financial impacts with the net operational savings, the City is projecting to end the year in a surplus position of \$8.6 million for the Property Tax Supported Budget. Table 1 provides a summary breakdown of the projected year-end position.

Table 1 – 2022 Projected Year-End Position (\$millions)

Category	Lost Revenues due to COVID-19 (A)	Additional Costs due to COVID-19 (B)	Financial Impacts due to COVID-19 (C) = (A+B)	COVID-19 Related Grant Funding (D)	All Other Factors (E)	Surplus/ Deficit (F) = (C)+(D) + (E)
Property Tax Supported Civic Service Areas Budgets	-\$9.2	-\$15.2	-\$24.4	\$13.8	\$18.5	\$7.9
Boards and Commissions Budgets	-\$7.4	-\$0.5	-\$7.9	\$4.1	\$4.5	\$0.7
Total Civic Areas and Boards and Commissions	-\$16.6	-\$15.7	-\$32.3	\$17.9	\$23.0	\$8.6

Total Civic Areas and Boards and Commissions Surplus \$8.6

Subject to rounding

The primary contributing factors driving the year-end position include:

- Lost revenues of \$16.6 million (2021: \$46.8 million). Main drivers include lost transit revenue due to a gradual recovery in transit ridership, lost user fee revenue due to closures in January at community centres and recreation facilities and gradual return to regular operations, and lost parking fee revenues due to continued reduced parking demand and use of free parking promo codes intended to support recovery from the pandemic.
- Additional costs incurred of \$15.7 million (2021: \$21.9 million), primarily driven by additional expenditures to provide temporary supports for vulnerable populations, additional operating funding for childcare providers, and enhanced cleaning and additional personal protective equipment.
- Offset by grant funding of \$17.9 million (2021: \$45.9 million) primarily driven by Safe Restart Agreement transit funding, Social Services Relief Funding, Reaching Home Funding, and additional Child Care COVID-19 Funding.
- Also offset by other factors of \$23 million (2021: \$42.4 million) primarily due to various operational savings (net of associated reserve fund contributions), some of which are resulting from residual impacts of COVID-19. Specific examples include, among others:
 - Financial Management – investment revenue surplus due to higher interest rates and cash balances than budgeted
 - Garbage, Recycling and Composting – delayed implementation of Green Bin program, and increased recycling revenues
 - Corporate Services – reduced utility demand at City facilities due to modified operations because of COVID-19 restrictions in the first part of the year
 - London Transit Commission – savings in operating costs due to gradual recovery in demand

For a breakdown of the surplus/deficit by service grouping, refer to **Appendix A**.

A detailed summary of the City’s COVID-19 financial impacts for 2020 to 2022 can be found in section 4.1.

Allocation of 2022 Projected Surplus

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Property Tax Supported Budget as follows:

- a) 50% to reduce authorized debt;
- b) 25% to the Community Investment Reserve Fund to be allocated at the discretion of Council, and;
- c) 25% to the Capital Infrastructure Gap Reserve Fund to mitigate growth in the infrastructure gap.

As per Policy, the projected \$8.6 million surplus, if realized, will be allocated as follows:

- a) \$4.3 million to reduce authorized debt;
- b) \$2.15 million to the Community Investment Reserve Fund, and;
- c) \$2.15 million to the Capital Infrastructure Gap Reserve Fund.

3.2 2022 Water Rate Supported Operating Budget Monitoring

The 2022 Water Rate Supported Budget projected surplus is \$3.8 million (Table 2).

Table 2 – 2022 Projected Year-End Position (\$millions)

Category	Lost Revenues due to COVID-19 (A)	Additional Costs due to COVID-19 (B)	Financial Impacts due to COVID-19 (C) =(A+B)	COVID-19 Related Grant Funding (D)	All Other Factors (E)	Surplus/Deficit (F) =(C)+(D) +(E)
Water	\$0.0	\$0.0	\$0.0	\$0.0	\$3.8	\$3.8
Total Water Surplus						\$3.8

Subject to rounding

The projected year-end position is driven by the following:

- All other factors resulting in a net surplus of \$3.8 million:
 - A \$1.9 million projected surplus in revenues, primarily from residential consumption-based revenues as customers continue to spend more at home (e.g. continuation of work from home practices).
 - A \$1.9 million projected surplus driven by various operational cost savings.

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Water Rate Supported Budget as follows:

- d) 50% to reduce authorized debt, and;
- e) 50% to the Waterworks Reserve Fund to mitigate growth in the infrastructure gap.

As per Policy, the projected \$3.8 million surplus, if realized, will be allocated as follows:

- d) Nil to reduce authorized debt (there currently is no authorized debt to which debt substitution can be applied for the Water Rate Supported Budget), and;
- e) \$3.8 million to the Waterworks Reserve Fund.

3.3 2022 Wastewater and Treatment Rate Supported Operating Budget Monitoring

The 2022 Wastewater and Treatment Rate Supported Budget projected surplus is \$1.6 million (Table 3).

Table 3 – 2022 Projected Year-End Position (\$millions)

Category	Lost Revenues due to COVID-19 (A)	Additional Costs due to COVID-19 (B)	Financial Impacts due to COVID-19 (C) =(A+B)	COVID-19 Related Grant Funding (D)	All Other Factors (E)	Surplus/Deficit (F) =(C)+(D)+ (E)
Wastewater and Treatment	\$0.0	-\$0.1	-\$0.1	\$0.0	\$1.7	\$1.6
Total Wastewater and Treatment Surplus						\$1.6

Subject to rounding

The projected year-end position is driven by the following:

- Additional costs of \$0.1 million to meet physical distancing requirements and additional COVID-19 related personal protective equipment and cleaning.
- All other factors resulting in a net surplus of \$1.7 million:
 - \$1.7 million primarily from projected energy efficiency savings and net operational savings.
 - \$1.6 million projected revenue surplus primarily from residential consumption-based revenues due to the higher than anticipated consumption in the residential sector as customers continue to spend more at home (e.g. continuation of work from home practices).
 - \$1.6 million projected deficit in user fees received from high strength sewer surcharges, as companies are continuing to put measures in place to reduce their charges for high strength waste.

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Wastewater and Treatment Rate Supported Budget as follows:

- a) 50% to reduce authorized debt, and;
- b) 50% to the Sewage Works Reserve Fund to mitigate growth in the infrastructure gap.

As per Policy, the projected \$1.6 million surplus, if realized, will be allocated as follows:

- a) \$0.8 million to reduce authorized debt, and;
- b) \$0.8 million to the Sewage Works Reserve Fund.

3.4 COVID-19 Related Grant Funding

As noted above, significant financial support was provided by the Federal and Provincial governments to municipalities since the onset of the pandemic. This section provides a summary of the funding support projected be utilized/recognized in 2022.

- Social Services Relief Fund (SSRF) – provincial funding, provided in multiple phases, available to assist vulnerable people with their housing needs and to help them find long-term housing solutions.
- Reaching Home Funding: Canada’s Homelessness Strategy – incremental federal funding to prevent the spread of COVID-19 in shelters and to help prevent at-risk Canadians from becoming homeless.
- Phase III Safe Restart Funding: Municipal Transit - On March 3, 2021, it was announced the Government of Ontario was investing an additional \$650 million of funding to address COVID-19 financial impacts on transit. Of the total \$650 million envelope, the City of London’s allocated share amounted to \$18.1 million to be applied against eligible expenditures for the period between April 1, 2021, and December 31, 2021. The Province also indicated that, at its sole discretion and on a case-by-case basis, it may grant extensions of the Phase 3 period to cover costs incurred after December 31, 2021, but prior to January 1, 2023. The City of London has been granted an extension for the Phase 3 period.

- Provincial Child Care and Early Years Re-investment Funding – additional funding support for the child care sector to support increased costs of operating licensed childcare centres during the ongoing COVID-19 crisis.
- Long-Term Care Prevention & Containment Funding – funding available for prevention, containment and pandemic related costs.
- Other Service Support Grants – funding available to support COVID-19 assessment centre costs, vaccination centres, enhanced cleaning, and PPE.

A summary of the City’s portion of these funding streams is detailed in the table below. In most cases, these funding streams are to be applied to specific eligible costs under the various programs and are not available to offset general municipal COVID-19 pressures.

Table 4 – Projected Funding to be Utilized/Recognized in 2022

2022 Program/Funding	Amount (in millions)
Provincial Social Services Relief Funding (SSRF)	\$5.4
Reaching Home Funding: Canada’s Homelessness Strategy	\$5.1
Municipal Transit – Safe Restart Funding	\$4.0
Provincial Child Care and Early Years Re-Investment Funding	\$1.7
Long-Term Care Prevention & Containment Funding	\$0.7
Other Service Support Grants	\$1.0
Total Funding	\$17.9

Subject to rounding

4.0 Key Issues and Considerations

4.1. 2020 to 2022 COVID-19 Financial Impacts & Moving Forward

Since the onset of the COVID-19 pandemic, the City has experienced significant financial impacts, both in terms of lost revenues and additional costs. The Federal and Provincial Governments have taken measures in responding to the economic and social fallout and, as a result, the City of London has received funding for various COVID-19 related pressures. The City was also required to modify operations at various points throughout the pandemic in response to public health restrictions, which have had corresponding financial consequences. A summary of the financial impacts of COVID-19 from 2020 to 2022 for the Property Tax Supported Budget are presented in the table below, including the year-end surplus positions.

Table 5 – 2020 to 2022 COVID-19 Financial Impacts, Property Tax Supported Budget (\$millions)

Year	Lost Revenues due to COVID-19 (A)	Additional Costs due to COVID-19 (B)	Financial Impacts due to COVID-19 (C) =(A+B)	COVID-19 Related Grant Funding (D)	All Other Factors (E)	Surplus/Deficit (F) =(C)+(D)+ +(E)
2020	-\$46.8	-\$22.6	-\$69.4	\$47.4	\$44.3	\$22.3
2021	-\$46.8	-\$21.9	-\$68.7	\$45.9	\$42.4	\$19.6
2022 (projected)	-\$16.6	-\$15.7	-\$32.3	\$17.9	\$23.0	\$8.6

Note: Surplus position is before year-end recommendations/allocations.

COVID-19 effects continue to result in financial impacts to the City, however these impacts have gradually declined in 2022 as public health restrictions have generally been lifted and the City and community move past the pandemic to recovery.

Despite the reduced financial impacts, the City must continue to be mindful of impacts into 2023 and future years. It is critical that the City remain cognizant of permanent changes to behaviours and community trends. As part of previous monitoring reports, the City has set aside funds in the Operating Budget Contingency Reserve to provide contingency for future financial impacts as well as social and economic recovery

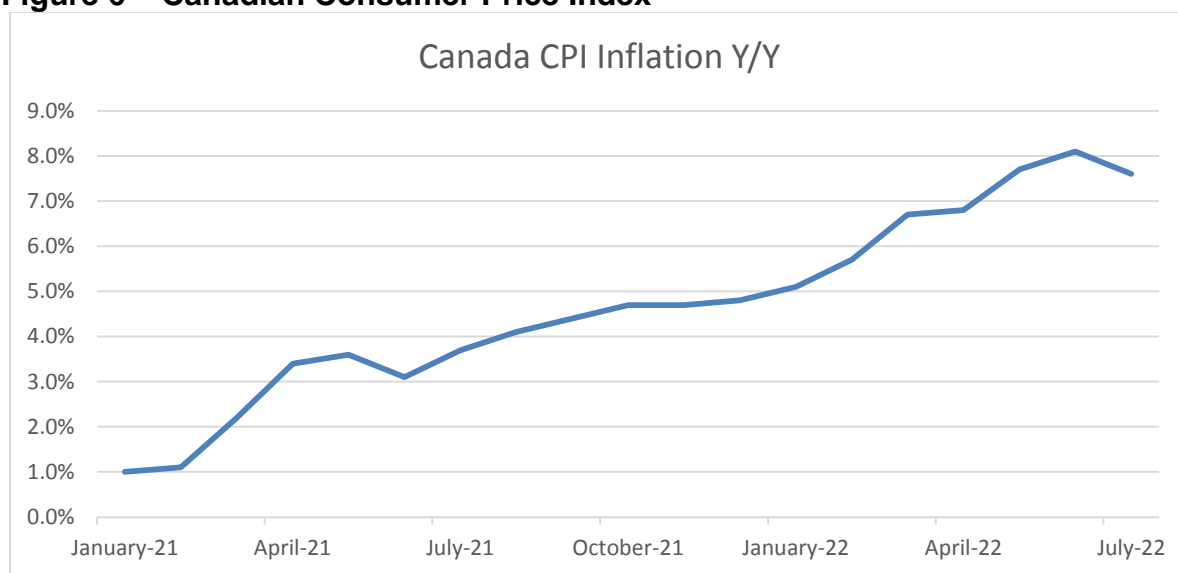
initiatives. These funds will continue to remain available for these purposes. Civic Administration will also continue to advocate to ensure that our Federal and Provincial partners are aware of the need for stable, predictable funding to mitigate any longer-term impacts from the pandemic, particularly related to supporting vulnerable populations.

4.2. Inflation

As Canada's economy has emerged from the pandemic, inflationary pressures have developed in 2021 and 2022. Canada has experienced inflationary levels not seen for over 20 years.

The Consumer Price Index (CPI) is one of the most watched and reported measures in Canada as it relates to inflation. This index represents changes in prices as experienced by Canadian consumers. The CPI target range for the Bank of Canada continues to be one to three percent. Levels of inflation have been significantly higher, with CPI rising 7.6% on a year-over-year basis in July 2022. The following graphic shows year-over-year CPI increases over the last couple of years:

Figure 6 – Canadian Consumer Price Index



Source: Refinitiv

It is important to note that CPI measures the inflationary movements of a basket of goods reflective of consumer spending; it does not necessarily represent the inflationary impacts being faced by municipal governments. As highlighted in the 2020-2023 Multi-Year Budget, a municipality's 'basket of goods' is different than CPI. This is referred to as a theoretical Municipal Price Index (MPI).

Figure 7 – CPI vs MPI



To further illustrate this, the top three components of the current CPI basket with representative weights are:

- Shelter with a weighting of 29.67%
- Transportation with a weighting of 16.16%
- Food with a weighting of 15.75%

Municipal spending on goods and services is much different when considering the services the City of London provides and incurs input costs on.

Based on a scan of current 2022 operating budgets, fuel costs have been identified as the most significant inflationary pressure to date. Other 'pockets' of inflationary pressures have been noted in specialized materials and supplies, including roadway maintenance materials (road salt, traffic paint, etc.), food costs at RBC Place London, as well as LTC bus maintenance and servicing costs to name a few. These pressures are reflected in the projected year-end position outlined in this report and are currently being managed through offsetting savings in the overall City budget. It is presently anticipated that these inflationary challenges can be mitigated for 2022.

It is important to highlight, however, that inflationary pressures may not be fully impacting the City's budgets yet. There is the potential for further pressures to be experienced by the City into the second half of 2022 and into 2023. The City purchases many goods and services through established contracts which some have fixed pricing. As those contracts come up for renewal, it is anticipated that vendors may implement price increases for the goods or services being procured. Examples being monitored include recently renewed and upcoming IT software license and service agreements and social service provider contract renewals.

Throughout the pandemic, the City of London has strategically set aside funds in contingency reserves from savings resulting from operational shifts in response to the pandemic. At this time, the remaining one-time funds specifically set aside within the broader balance of the contingency reserves to alleviate the lagging financial impacts of COVID-19 are as follows: \$13.6 million in the Operating Budget Contingency Reserve for the Property Tax Supported Budget; \$5.0 million in the Water Budget Contingency Reserve for the Water Rate Supported Budget; and \$3.9 million in the Wastewater Budget Contingency Reserve for the Wastewater and Treatment Budget.

These lagging financial impacts of COVID-19 are now being manifested as a high inflationary environment. An additional \$7 million was also set aside in the Operating Budget Contingency Reserve for the Property Tax Supported Budget for future inflationary pressures through the 2021 Year-end Operating Budget Monitoring Report. As the City's inflationary pressures may become even clearer into 2023 and possibly into the next 2024-2027 Multi-Year Budget, these contingency funds will remain as a cornerstone in Civic Administration's mitigation strategy.

With respect to inflationary pressures on capital expenditures, please refer to the 2022 Mid-Year Capital Budget Monitoring Report.

4.3. Other 2023 Emerging Issues

Several services have identified potential service delivery pressures that may impact expenditures/revenues in 2023. This section describes some of the more significant issues and the measures taken to mitigate or address these issues. Civic Administration is continuing to actively monitor all emerging issues, including items not listed below. The likelihood of each issue impacting the Multi-Year Budget is rated as high, medium, or low. The definitions of the likelihood measures are as follows:

- High – the likelihood of the issue occurring in 2023 is predicted to be greater than 60%
- Medium – the likelihood of the issue occurring in 2023 is predicted to be between 30% and 60%

- Low – the likelihood of the issue occurring in 2023 is predicted to be less than 30%

Legislative:

1. MPAC Reassessment – (High Likelihood) – The independent Municipal Property Assessment Corporation (MPAC) completes the property value assessments utilized to calculate each taxpayer’s portion of municipal property taxes. Under the Assessment Act, land is valued every four years, with any property value increases phased in over the following four years, and any decreases applied immediately. Tax levy requirements determined by the City are allocated based on the proportion of each property value to the total value of all property in London, inclusive of municipal tax policy decisions.

In 2016, a Property Assessment Notice was mailed from MPAC to all property owners in Ontario. Due to the COVID-19 pandemic, the 2020 Assessment Update was postponed, and property tax has since been calculated using 2016 assessed values (unless there have been changes to a property such as an addition or a change in classification). The Province has announced that 2016 values will be used for the 2023 taxation year as well.

What we are doing to mitigate/address the issue: It should be noted that the municipality does not receive additional tax revenue when the existing properties in the municipality experience an increase in assessed value. Total tax levy requirements are determined by the municipal budget process (this effectively determines the “size of the pie” that taxes will be collected to fund). The percentage that is supported by each property class is determined by tax policy and the relative size of the property class based on assessed value (in other words, “how the pie is to be sliced” between the different property classes such as residential, industrial, commercial, etc.). Tax policy is approved annually by Council separately after budget approval.

Any updates from MPAC or the Province will be monitored by City Administration. The City will continue to educate the community through the budgetary process and tax policy process on the impacts of MPAC and reassessment. It is currently unclear what the impact of the next reassessment will be on the relative tax burden between property classes.

2. Garbage Recycling & Composting – (High Likelihood) - In June 2021 the final regulation to transition the Blue Box program from 100% municipal responsibility and 50% funding responsibility to 100% industry responsibility and funding was made and filed under the Resource Recovery and Circular Economy Act, 2016. Under the regulation, London will start the process of transition to the new framework as of July 1, 2023.

What we are doing to mitigate/address the issue: As noted in previous reports, estimated savings to the City will range between \$0.5 million and up to \$4 million by 2026. The actual amount will be based on a negotiation with Industry (Producer Responsibility Organization – PRO) and our current contractor, Miller Waste Systems. Once further information is known, adjustments to the budget will be brought forward to a future annual budget update process. Some of the savings noted above may be realized in the latter half of 2023; however as details and the mechanisms for transition are currently being developed by the Resource Productivity & Recovery Authority, details will not be known until mid to late 2022.

3. London Police Services – (High Likelihood) - Provincial Funding under the Court Security and Prisoner Transportation grant program has been reviewed for the first time since 2008. The review was completed in January 2022. A phased response will be taken to improve the current program, and there may be changes to the overall program and funding envelope. As detailed in the Court Security and Prisoner Transportation Program Transfer Payment Agreement report to the Corporate Services Committee on March 28, 2022, the funding allocation for 2022 is \$0.5 million lower than the 2021 allocation and amount anticipated for planning purposes for 2022. The funding shortfall

will represent a potential budget pressure for the London Police Service for 2022 and possibly for future years.

What we are doing to mitigate/address the issue: The Ontario Association of Chiefs of Police are in continuous contact with the Ministry to ensure the perspective of local police services is communicated. The funding shortfall will be monitored in relation to program expenditures throughout 2022 through the City's and London Police Service's regular budget monitoring processes.

4. Social & Health Services - Middlesex-London Health Unit – (Medium Likelihood) - In 2019, the Province of Ontario announced planned changes to the funding model for public health in Ontario. This included the migration of the shared funding model to a 70:30 split between the province and municipalities, noting that the shift was capped at a 10% increase in the municipal share for 2020. Subsequent to the onset of the COVID-19 pandemic, it was announced that mitigation funding would be provided to fully offset the change in cost-sharing for both 2020 and 2021. The 2022 budget includes \$1,361,300 of mitigation funding. It is currently unclear whether the mitigation funding will continue to be provided in 2023 and future years.

Additionally, the Middlesex-London Health Unit, like other health units, has incurred significant costs in responding to the COVID-19 pandemic. To date, the expectation has been that these costs will be fully funded by the Province. However, there is uncertainty as to whether the Province will continue reimbursing public health units for these costs in future years.

What we are doing to mitigate/address the issue: Civic Administration will continue to meet regularly with representations from the Health Unit to receive regular updates on provincial funding for public health. Opportunities for collaboration will also be explored to ensure that the Province is aware of the importance of stable, predictable funding for public health.

5. Social & Community Support Services – (Low Likelihood) - Social Assistance Transformation - On February 11, 2021, the Province of Ontario released an update of their plans for Social Assistance Transformation and Human Services Integration. This plan includes centralizing functions, employment services transformation, a human services integration and a change to the funding model and accountabilities. This transformation is expected to occur over the period of 2020 to 2024. The anticipated roll out is 2024, however, the implementation timeline may be subject to changes. In March 2022, it was announced timelines would be delayed and to date, updated timelines have not been provided.

What we are doing to mitigate/address the issue: Financial impacts related to a change in the funding model are unknown at this time as the Ministry plans to involve municipalities in the co-design of the model. The Ontario Works Administrator is working closely with the Province and colleagues across the Province to ensure London's input on the desired state of service delivery is known. London will actively participate in any prototype opportunities.

6. Social & Community Support Services – (Low Likelihood) - Employment Services Transformation (EST) - The Province of Ontario is transforming employment services across Ontario. On July 2, 2019, the Government of Ontario announced that the new employment services model would first be implemented in the following 3 prototype regions: Region of Peel, Hamilton-Niagara and Muskoka-Kawartha. Full implementation will be phased in over the next several years.

On June 11, 2021, the Ministry announced the launch of EST to 9 additional catchment areas across the province. London is one of these catchment areas. The expansions will be sequenced in several stages between now and the end of 2023. On July 13, 2021, the City responded to the Ministry's Request for Qualification and submitted a single-applicant bid for Service System Manager - Employment Services Transformation for the London Region (London, Middlesex, Elgin and Oxford). Results

are anticipated to be announced in late 2022. If the City is successful in its application, there will be a transition period in 2023 to establish operations within the catchment area before the Integrated Employment Service begins in January 2024.

While 2023 funding has yet to be confirmed by the province, there is no anticipated impact to 2023 funding levels. However, if the City is not selected as the service delivery provider this could impact the City's provincial funding by more than 20% starting in 2024.

What we are doing to mitigate/address the issue: The Ontario Works Administrator is working closely with the Ministry and colleagues across the province to ensure London's input on the desired state of employment service delivery is known. As noted above, the City has also submitted a bid to be the service system manager for the London region.

Cost/Revenue Driver:

1. Multiple Services – Climate Emergency – (High Likelihood) - Given the council declared climate emergency, the City's Climate Emergency Action Plan's (CEAP) goal is to achieve net-zero community greenhouse gas (GHG) emissions by 2050. The CEAP will have significant and wide-ranging financial implications that will affect future municipal budgets.

What we are doing to mitigate/address the issue: On April 12, 2022, Council approved London's Climate Emergency Action Plan. As articulated in the approved CEAP, sufficient funding exists in approved budgets to implement the required actions for 2022 and 2023. An implementation plan, inclusive of financial impacts, will be developed for those initiatives requiring new funding to inform the development of the 2024-2027 Multi-Year Budget and future budgets processes.

2. Information Security – (High Likelihood) – Considering the pace at which the Information Security environment is evolving, investments will be required to keep up to date. Organizations around the world continue to face a growing number of cyberattacks. Recently, several municipalities in our region have been targets of cybersecurity attacks with significant impacts to the delivery of public service.

What we are doing to mitigate/address the issue: Information Technology Services will continue to expand on training initiatives for all employees; however, additional funding is required for Information Security and a corresponding business case is anticipated to be submitted in the forthcoming 2023 Annual Budget Update.

3. Social & Health Services – Land Ambulance - (High Likelihood) – The COVID-19 pandemic has exacerbated existing challenges within the healthcare system, including those with the land ambulance system. Ambulance services in London & Middlesex, delivered by the Middlesex-London Paramedic Service (MLPS) under the responsibility of the County of Middlesex as the designated service system manager, continue to experience growing demand, with code 1-4 call volumes up almost 7% between January 1, 2022 and July 31, 2022 compared to the same period in 2021 (according to an August 30, 2022 report to County Council). This continues the trend in growing service demand that was observed in the years preceding the COVID-19 pandemic. Compounding the growing demand, offload delays at area hospitals continue to be problematic and, in fact, have accelerated in 2022. For January 1, 2022 to July 31, 2022, MLPS reported offload delays at London Health Sciences Centre totaling 18,615 hours, compared to 17,690 hours lost to offload delays for the entirety of 2021. MLPS is in the process of developing its 2022-2026 Master Plan which will identify strategies to address these and other challenges facing the ambulance service. It is anticipated that additional financial resources, perhaps in excess of those currently included in the 2020-2023 Multi-Year Budget, may be required.

What we are doing to mitigate/address the issue: At the time of writing, Civic Administration is liaising with the County to obtain information on the budgetary requirements for 2023. In the event that the required resources exceed the approved

2023 budget, a budget amendment may be brought forward in the 2023 Budget Update process. Civic Administration will also continue to meet regularly with the County to stay apprised of future anticipated pressures and needs and will collaborate on joint advocacy opportunities with the County to address challenges with the ambulance service where possible.

New Council Direction:

1. Housing – Roadmap to 3,000 Affordable Housing Units Implementation Plan – (High Likelihood) - At the November 23, 2021 Community and Protective Services Committee meeting, the Committee received a report detailing the proposed implementation of the “Roadmap to 3,000 Affordable Units” Action Plan. This plan, intended to accelerate the creation of 3,000 affordable housing units by 2026, included significant financial impacts which were articulated in the report. A strategy for addressing the capital budget impacts associated with the plan was outlined in the report. The report also included direction for Civic Administration to “temporarily fund the 2022 operating costs of this plan from the Operating Budget Contingency Reserve, and to bring a budget amendment business case to the 2023 Annual Budget Update and 2024-2027 Multi-Year Budget that establishes a permanent funding source for the portable benefits/rent supplements and ongoing resources required to support the Roadmap implementation plan.” Total 2022 impacts are estimated to be approximately \$970,000, increasing to approximately \$1.8 million in 2023, with further incremental increases in 2024-2026. As a result, this will represent an operating budget pressure in the upcoming years.

What we are doing to mitigate/address the issue: As directed by Council, Civic Administration will fund the 2022 costs from the Operating Budget Contingency Reserve and will prepare a budget amendment business case for the 2023 Annual Budget Update and 2024-2027 Multi-Year Budget that establishes a permanent funding source for these costs.

Conclusion

The Property Tax, Water and Wastewater and Treatment Budgets are continuing to incur financial impacts in 2022 due to COVID-19, albeit not to the same degree as 2020 and 2021 and partially offset by significant Federal and Provincial support that has been made available since the onset of the pandemic. Additionally, net operational savings are projected due to various factors. Combining the Federal and Provincial funding support with the net operational savings, the Property Tax, Water, and Wastewater and Treatment Budgets are projecting to end the year in a surplus after covering the residual deficit impacts of COVID-19. Civic Administration continues to monitor impacts of inflation on the operating budget and, at this time, is managing pressures through existing budgets. Contingency funds remain in place to offset possible future inflation pressures on the operating budget if required.

Prepared by: Rick Lamon, CPA, CMA, Manager, Accounting and Reporting and Martin Galczynski, CPA, CA, Manager, Financial Planning and Policy

Submitted by: Kyle Murray, CPA, CA, Director, Financial Planning and Business Support

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

Appendix A – 2022 Projected Year-End Financial Summary

Property Tax Supported Budget – Civic Service Areas (\$millions)

Category	Lost Revenues due to COVID-19	Additional Costs due to COVID-19	COVID-19 Related Grant Funding	All Other Factors	Surplus / Deficit
Centennial Hall	-0.1	0.0	0.0	0.1	0.0
Arts, Culture & Heritage Advisory & Funding	0.0	0.0	0.0	0.1	0.1
Heritage	0.0	0.0	0.0	0.0	0.0
Economic Development	0.0	0.0	0.0	-0.1	-0.1
Community Improvement/BIA	0.0	0.0	0.0	0.0	0.0
Climate Change & Environmental Stewardship	0.0	0.0	0.0	0.2	0.2
Garbage Recycling & Composting	0.0	-0.1	0.0	5.7	5.6
Neighbourhood & Recreation Services	-1.7	0.0	0.0	1.5	-0.2
Parks & Urban Forestry	0.0	0.0	0.0	0.0	0.0
Building Approvals	0.0	0.0	0.0	0.2	0.2
Planning Services	0.0	0.0	0.0	-0.1	-0.1
Development Services	-0.6	0.0	0.0	0.6	0.0
Animal Services	-0.6	0.0	0.0	0.1	-0.5
By-law Enforcement	-0.5	0.0	0.0	0.4	-0.1
Emergency Management & Security Services	0.0	-0.7	0.5	0.0	-0.2
Fire Services	0.0	-0.1	0.0	0.1	0.0
Municipal Housing	0.0	0.0	0.0	0.0	0.0
Land Ambulance	0.0	0.0	0.0	0.3	0.3
Long Term Care (Dearness)	0.0	-1.2	0.7	1.0	0.5
Social and Community Support	0.0	-12.4	12.4	3.6	3.6
Parking	-3.1	0.0	0.0	0.6	-2.5
Roadways	0.0	-0.3	0.0	1.0	0.7
Rapid Transit	0.0	0.0	0.0	-0.5	-0.5
Corporate Services	0.0	-0.4	0.2	4.7	4.5
Corporate Planning & Administration	0.0	0.0	0.0	0.3	0.3
Council Services	0.0	0.0	0.0	0.3	0.3
Public Support Services	-2.2	0.0	0.0	1.2	-1.0
Financial Management	-0.5	0.0	0.0	-2.6	-3.2
Total Civic Areas	-9.2	-15.2	13.8	18.5	7.9
Surplus/Deficit					

Subject to rounding

Property Tax Supported Budget – Boards & Commissions (\$millions)

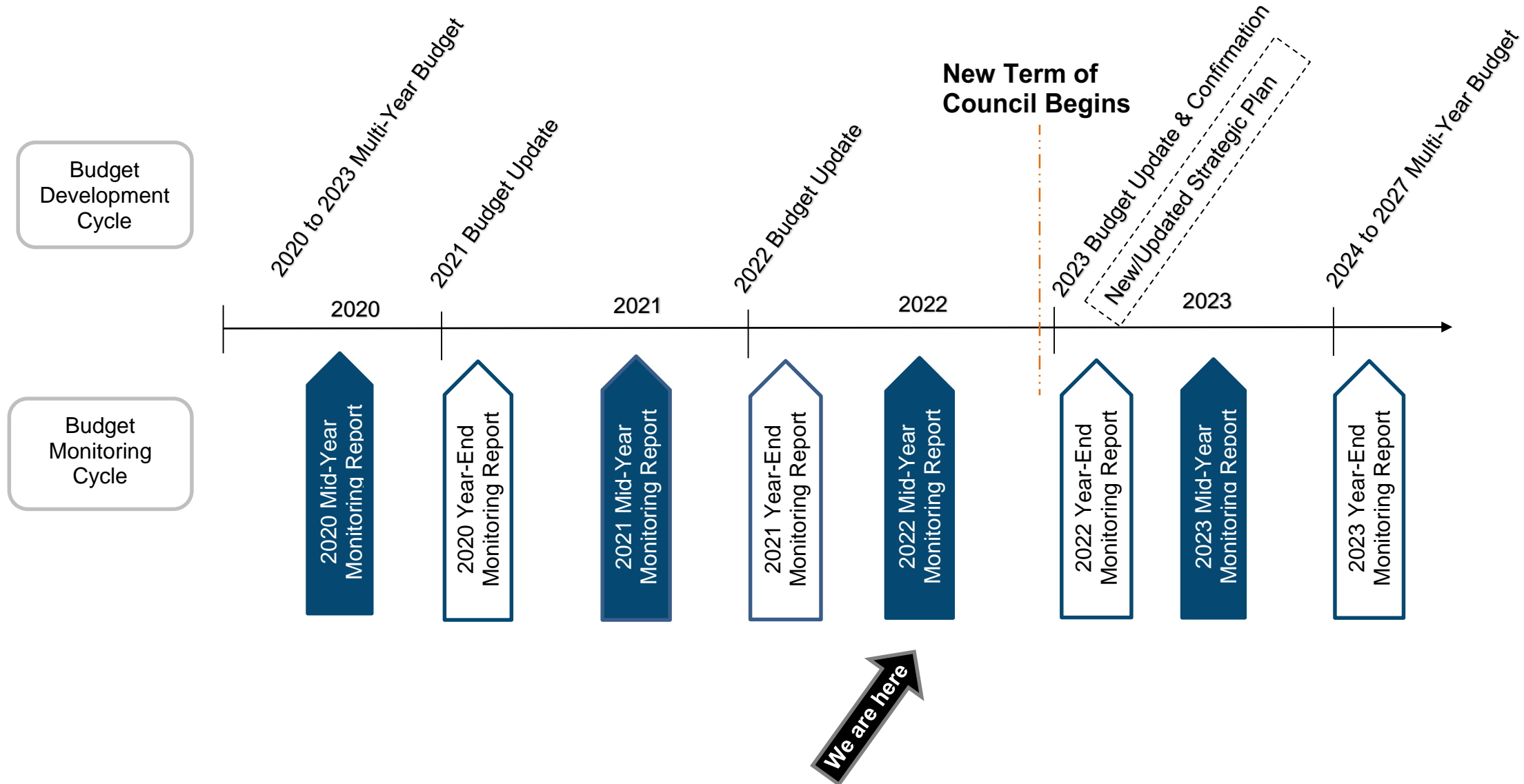
Category	Lost Revenues due to COVID-19	Additional Costs due to COVID-19	COVID-19 Related Grant Funding	All Other Factors	Surplus / Deficit
Museum London	-0.1	0.0	0.1	-0.1	-0.1
Eldon House	0.0	0.0	0.0	0.0	0.0
London Public Library	-0.4	-0.1	0.0	0.5	0.0
RBC Place London	-0.7	0.0	0.0	0.7	0.0
Tourism	0.0	0.0	0.1	-0.1	0.0
Covent Garden Market	-0.1	0.0	0.0	0.1	0.0
Conservation Authorities	0.0	0.0	0.0	0.1	0.1
London Police Services	-0.1	-0.1	0.0	0.2	0.0
Housing Development Corporation	0.0	0.0	0.0	0.0	0.0
London & Middlesex Community Housing	0.0	0.0	0.0	0.0	0.0
Middlesex-London Health Unit ¹	0.0	0.0	0.0	0.0	0.0
London Transit Commission	-6.1	-0.3	4.0	3.2	0.8
Total Boards & Commissions Surplus/Deficit	-7.4	-0.5	4.1	4.5	0.7

Subject to rounding

Note 1: Consistent with 2020 and 2021 reporting, Middlesex-London Health Unit excludes costs and grant funding related to case/contact management and operation of vaccine clinics funded by the Ministry of Health.

Appendix B – Multi-Year Budget Cycle

The timeline below illustrates when Council will receive the various reports that form the 2020 to 2023 Multi-Year Budget governance and accountability process.





2022 Mid-Year Budget Monitoring Overview

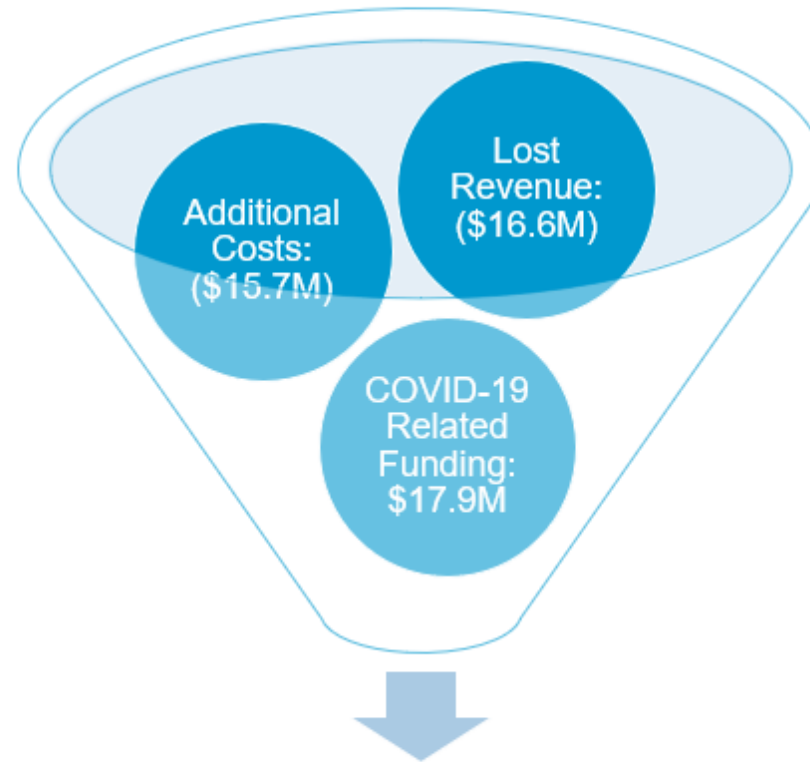
Summary

- The City is projecting total 2022 COVID financial impacts (lost revenues & additional costs) of \$32.3M (2021: \$68.7M)
- Significant Federal and Provincial support is projected through various programs of \$17.9M (2021: \$45.9M)
- 2022 projected COVID impacts net of Federal/Provincial support = \$14.4M (\$32.3M - \$17.9M)
- Other net budgetary savings of \$23.0M are projected due to delayed Green Bin implementation, higher than anticipated investment income, etc. (2021: \$42.4M)
- 2022 projected net surplus = \$8.6M (\$23.0M - \$14.4M)

Summary – continued

- The \$8.6M surplus, if realized, is recommended to be allocated according to the Surplus/Deficit Policy:
 - 50% to reduce authorized debt (\$4.3M)
 - 25% to Community Investment Reserve Fund (\$2.15M)
 - 25% to Infrastructure Gap Reserve Fund (\$2.15M)
- Operating budget inflationary pressures appear to be concentrated in certain areas (e.g. fuel, specialized materials, etc.). Overall, 2022 operating inflationary impacts appear manageable & are incorporated in the reported figures.
- Inflationary pressures are also impacting the capital budget, noting that various “tools” are available to manage these pressures through 2022 & 2023 – e.g. managing project scope, project prioritization, additional reserve fund or debt financing where appropriate, etc.

Projected 2022 COVID-19 Financial Impacts Summary



2022 Projected Net COVID-19 Impacts: (\$14.4M)

Projected 2022 COVID-19 Financial Impacts – Gross Impact

Lost Revenues: (\$16.6M)

Civic Service Areas: (\$9.2M)

- Parking
- POA
- Neighbourhood & Recreation Services

Boards & Commissions: (\$7.4M)

- London Transit
- RBC Place

+

Additional Costs: (\$15.7M)

Civic Service Areas: (\$15.2M)

- Housing Stability Services
- Child Care
- Long-term Care
- Corp. Security & Emergency Mgmt.

Boards & Commissions: (\$0.5M)

=

Total COVID-19 Impacts: (\$32.3M)

Civic Service Areas: (\$24.4M)

Boards & Commissions: (\$7.9M)

Projected 2022 COVID-19 Financial Impacts – Net Impact

Total COVID-19 Impacts: (\$32.3M)

Civic Service Areas: (\$24.4M)

Boards & Commissions: (\$7.9M)

+

COVID-19 Related Grant Funding: \$17.9M

Civic Service Areas: \$13.8M

- Social Services Relief Fund
- Reaching Home
- Children's Services
- Long-term Care

Boards & Commissions: \$4.1M

- Safe Restart (Transit)

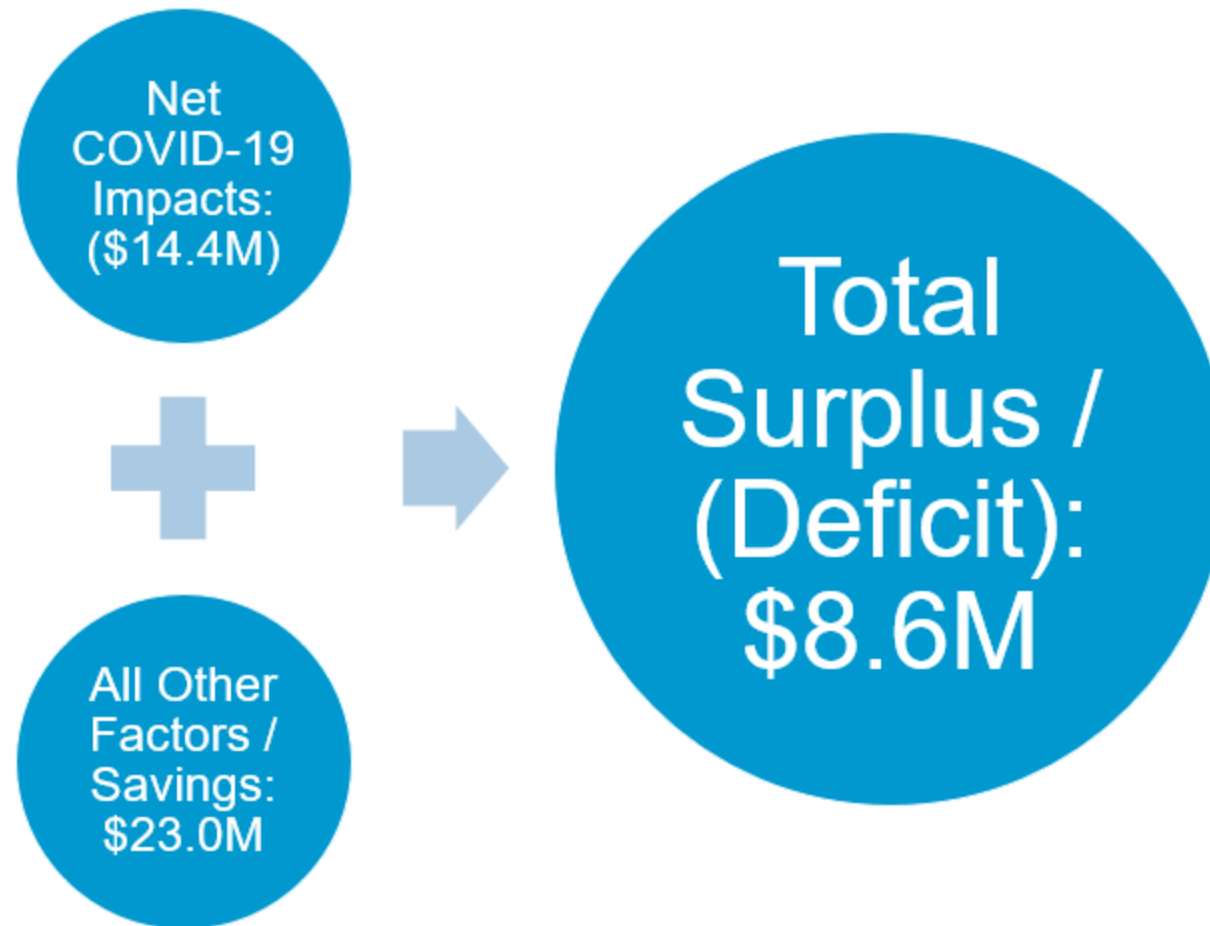
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Net COVID-19 Impacts: (\$14.4M)

Civic Service Areas: (\$10.6M)

Boards & Commissions: (\$3.8M)

Pulling Together the 2022 Projected Surplus/Deficit



Recommended Allocation of Projected 2022 Surplus per Surplus/Deficit Policy

\$8.6M Surplus

50% to Reduce
Authorized but
Unissued Debt

\$4.3M

25% to the Capital
Infrastructure Gap
Reserve Fund

\$2.15M

25% to the
Community
Investment
Reserve Fund

\$2.15M

Water Budget Projected 2022 Year-end Position & Recommended Allocation per Policy

\$3.8M Surplus

50% to Reduce
Authorized but
Unissued Debt

\$0 (no authorized debt
available to reduce)

50% to Water Works
Renewal Reserve
Fund

\$3.8M

Wastewater & Treatment Budget Projected 2022 Year-end Position & Recommended Allocation per Policy

\$1.6M Surplus

50% to Reduce
Authorized but
Unissued Debt

\$0.8M

50% to Sewage
Works Renewal
Reserve Fund

\$0.8M

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

Subject: 2022 Mid-Year Capital Budget Monitoring Report

Date: September 20, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken with respect to the 2022 Mid-Year Capital Budget Monitoring Report:

- a) the 2022 Mid-Year Capital Budget Monitoring Report **BE RECEIVED** for information, it being noted that the life-to-date capital budget represents \$2.8 billion with \$1.8 billion committed and \$1.0 billion uncommitted; it being further noted that the City Treasurer, or designate, will undertake the housekeeping budget adjustments identified in the Report, in accordance with the Multi-Year Budget Policy adopted by amending by-law No. CPOL.-45(b)-239;
- b) the status updates of active 2019 life-to-date capital budgets (2019 and prior) having no future budget requests, attached as Appendix "B", **BE RECEIVED** for information;
- c) the following actions be taken with respect to the completed capital projects identified in Appendix "C", which have a total of \$2.0 million of net surplus funding:
 - i) the capital projects included in Appendix "C" **BE CLOSED**;
 - ii) the following actions be taken with respect to the funding associated with the capital projects approved for closure in c) i), above:

Rate Supported

- A) pay-as-you-go funding of \$3 thousand **BE TRANSFERRED** from capital receipts;
- B) uncommitted reserve fund drawdowns of \$1.47 million **BE RELEASED** back into the reserve funds which originally funded the projects;

Non-Rate Supported

- C) uncommitted reserve fund drawdowns of \$43 thousand **BE TRANSFERRED** from Non-Rate Supported Reserve Funds;
- D) other net non-rate supported funding sources of \$567 thousand **BE ADJUSTED** in order to facilitate project closings.

Executive Summary

This report provides a summary of the results related to the 2022 capital budget for the Property Tax Supported Budget, the Water Rate Supported Budget, and the Wastewater and Treatment Rate Supported Budget.

The City continues to face cost pressures associated with COVID-19, supply chain disruptions as well as inflation. As a result, the cost of construction has gone up significantly due to raw material price increases and project delays.

At the midway point of 2022 the City's life-to-date capital budget stood at \$2.8 billion; \$1.8 billion (64.2%) is committed to capital work, while \$1.0 billion (35.8%) remains uncommitted. During the first half of the calendar year 102 discrete contract awards worth \$218.4 million were awarded; 51 by Council and 51 by Civic Administration (Appendix "A"). These awards contributed to total capital spending of \$47.3 million by the halfway mark of 2022.

In addition to the update provided on the status of the City's capital budget, the capital monitoring process reviews and evaluates that status for each active capital project. This report identifies capital projects with budgets greater than three years old that have no future budget requests (Appendix "B"). These projects have a high likelihood of being closed in future iterations of this report. This report recommends closing 39 capital projects with a total budget value of \$54.9 million (Appendix "C"). If approved, the closing of completed capital projects will return a total of \$2.0 million back to their original rate and non-rate sources of financing. As a result of the process to review each capital project Civic Administration has also identified housekeeping budget adjustments that will result in \$15.8 million of surplus capital funding being returned to their various original source of financing (Appendix "D"). This funding has been identified on projects that are required to remain open but would otherwise sit idle until eventually being closed at an undetermined future date.

This report also provides a summary of the City's debt, key capital budget financing strategies, and emerging issues that may impact the 2022 to 2023 capital budgets.

Linkage to the Corporate Strategic Plan

Council's 2019 to 2023 Strategic Plan for the City of London identifies "Leading in Public Service" as one of five strategic areas of focus. The Capital Monitoring Report supports this strategic area of focus via the strategic priority "The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service" which includes maintaining London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee, April 19, 2022, meeting, Agenda Item # 4.2, 2021 Year-End Capital Budget Monitoring Report

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=91423>

Corporate Services Committee, September 20, 2021, meeting, Agenda Item # 2.2, 2021 Mid-Year Capital Budget Monitoring Report

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=85155>

1.2 Source of Financing Terminology Defined

Within this report the terms "rate supported" and "non-rate supported" are used when referring to the sources of financing that support the City's capital budget. Rate supported refers to property tax, and water and wastewater utility rate sources of financing (e.g., capital levy, water rates, reserve funds, debt). Non-rate supported refers to sources of financing primarily supported by development charges and in some cases contributions from parties external to the Corporation of the City of London.

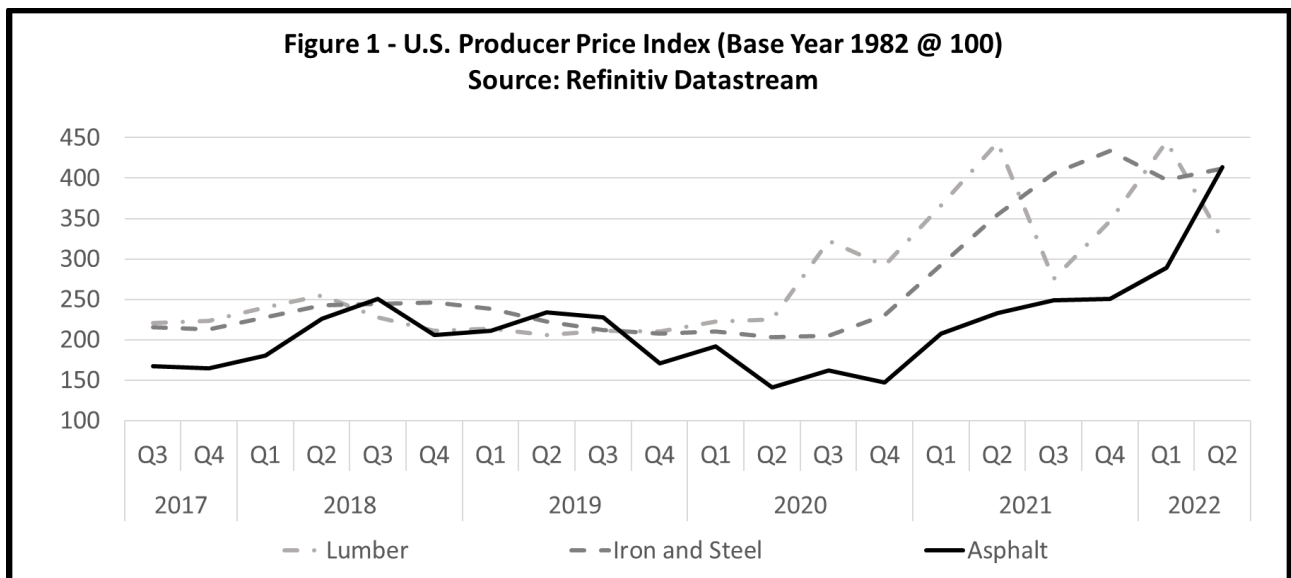
2.0 Discussion and Considerations

2.1 COVID-19 Financial Impacts – Inflation and Capital Project Impacts

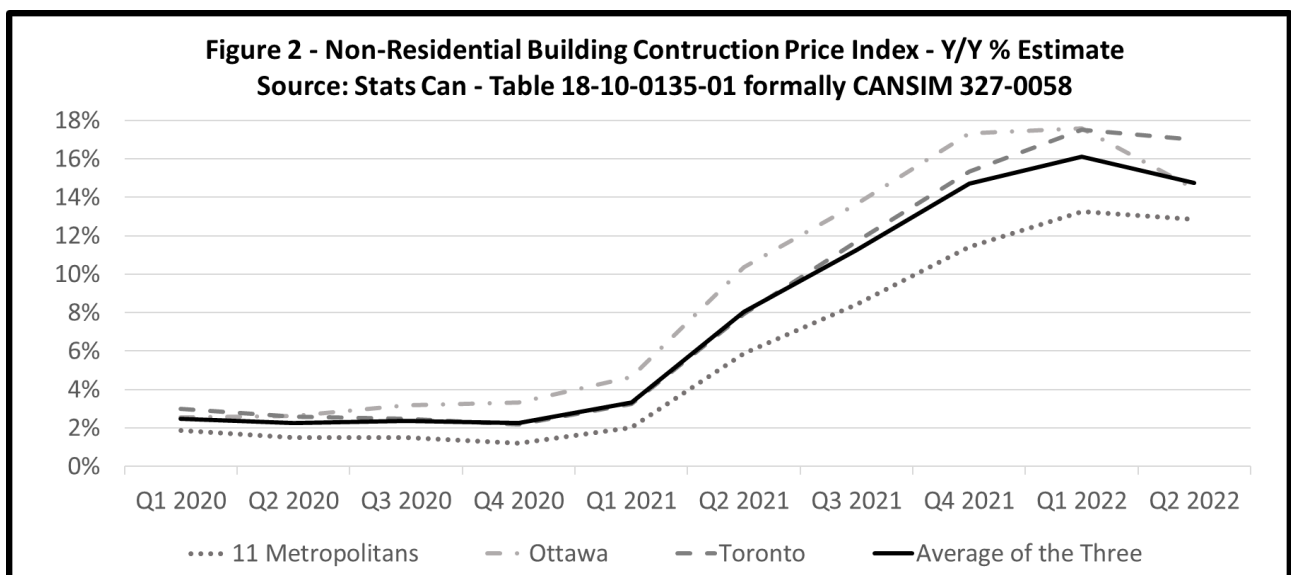
With respect to direct COVID-19 impacts, COVID-related capital expenditures have totaled \$1.17 million since the start of the pandemic, related to additional computer equipment and facilities related costs with respect to vaccination centres, etc. These costs have either been recovered from our partners (e.g. MLHU) or funded through supports from other levels of government (e.g. Safe Restart Funding).

Indirect COVID-19 impacts are more significant. In 2021 and into 2022, as a result of the global pandemic, subsequent supply chain disruptions and increased demand for certain raw materials, many capital projects in the approved capital plan are experiencing inflationary pressures. The cost of labour and materials have increased

significantly. The U.S. Producer Price Index (Figure 1 – sourced via Refinitiv) is the official monthly measure of producer prices in the economy of the United States, and a good comparator of trends being experienced in Canada. It measures average changes in prices received by domestic producers for their outputs like lumber, iron and steel, and asphalt; respectively the prices for these products has increased 46%, 95%, and 116% over the Q1 2020 (beginning of the current multi-year budget) to Q2 2022 period. Similarly, Statistics Canada tracks various input prices through the Industrial Product Price Index. Since the beginning of 2020 through to June 30, 2022, the price of lumber and other wood products has increased 53% and primary ferrous metal products (e.g. steel) have increased 71%. The Statistics Canada Industrial Product Price Index does not specifically include asphalt, but other sources indicate the price of asphalt in Ontario has increased more than 90% over the same period. Clearly, therefore, significant price increases for various materials utilized in construction projects have been experienced, not only in Canada but across North America and the world.



These higher input costs are among the factors driving increases in the cost of construction. The Building Construction Price Indexes tracked by StatsCan are a quarterly measure of change in prices that contractors charge to construct a range of new commercial, institutional, industrial (ICI) and residential buildings. Of particular importance to the City of London is the Non-Residential Building Construction Price Index, which is presented in Figure 2 for the Q1 2020 to Q2 2022 period.



This graph represents a striking change in the construction environment since the approval of the 2020 to 2023 Multi-Year Budget. Capital projects in the City's 10-year Capital Plan do account for inflation; however, the 2.4% factor used during the multi-year budget development has been significantly outpaced since the start of 2021. As a result, many projects and programs in the 10-year capital plan for lifecycle renewal, growth, and service improvement do not fully reflect the funding requirements in order to

compete the projects and programs as originally planned. By highlighting a handful of projects that have noted “inflation” as a contributory factor to cost overruns, the list below illustrates some of the significant impacts the current economic environment has had on the City’s ability to deliver its capital program in late 2021 and into 2022. Noting that in addition to inflation, there may be other challenges being addressed by the budget increases described, e.g. scope changes, increasing land costs, etc.

- **Adelaide Street North CPR Underpass Project** – At the March 29, 2022, Civic Works Committee meeting, via agenda item #4.5, a budget increase of \$29.3 million was approved by Committee to award the construction contract for the Adelaide Street Grade Separation project. Prior to tendering the available (uncommitted) approved budget (TS1306 only) for this project was \$36.3 million. Rising construction costs, supply chain concerns, excess soil regulations, complexity and scope challenges were all cited as contributors to the increase. Additional funding was made available through a variety of sources to address the increased cost; a transfer from the Highbury Avenue lifecycle renewal project, property tax supported debt financing, and development charges.
- **Dingman Creek Pumping Station** – At the May 11, 2021, Civic Works Committee meeting, via agenda item #2.2, a budget increase of \$7.6 million was approved by Committee to award the construction contract for the Dingman Creek Pumping Station project. Prior to tendering the available approved budget for this project was \$15.2 million. Rising cost of materials and equipment due to COVID-19 and scope changes were cited as significant contributors to the increase accounting for \$5.5 million of the \$7.6 million; estimated at \$2.0 million and \$3.5 million respectively. Additional funding was made available through the Sewage Works Renewal reserve fund and development charges supported debt financing.
- **Southdale Road West Improvements Phase 1** – At the March 29, 2022, Civic Works Committee meeting, via agenda item #4.6, a budget increase of \$6.2 million was approved by Committee to award the construction contract for the Southdale Road improvements project. Prior to tendering the available approved Transportation budget (TS1629-1) was \$6.0 million. The rationale provided for the increase focuses primarily on scope change but also notes current market and supply chain conditions which in all probability also contributed to the tender result. Additional funding was made available through property tax supported debt financing, and development charges supported debt financing. The total Transportation budget for this project post construction tender is \$12.2 million.
- **Victoria Bridge Replacement** – At the February 1, 2022, Civic Works Committee meeting, via agenda item #2.6, the \$22.8 million construction award for the Victoria Bridge replacement project was approved by Committee. Prior to tendering the pre-tender estimate for the project was \$18.4 million. While available approved budgets existed to address the increased cost, several reasons were provided for the higher than anticipated result, including; uncertainty and risk with respect to material fabrication and potential impacts to project timelines - particularly for the structural steel, recent high construction escalation rates, labour shortages and increasing costs for skilled labour, rapidly increasing project insurance costs, etc.

It should be emphasized that not all capital projects are experiencing budget pressures due to inflationary challenges. Many capital project procurements have come in at or below budgeted amounts. However, the examples noted above do provide some noteworthy examples of projects that were significantly impacted by inflation.

Due to the strong financial position of the City and prudent financial principles that guide decision making, Civic Administration has been able to identify solutions to fill many of the known financing gaps. This, however, should be viewed with an abundance of caution. In order to accommodate additional cost pressures, some projects have had to be deferred (e.g. Highbury Avenue to help facilitate Adelaide Grade Separation), which

results in service level impacts. To date, these impacts have been relatively minor, but this is an approach that is not sustainable in the long-term. Going forward, significant pressures will result in challenging choices and trade-offs for the next multi-year budget.

While inflation may be showing early signs of easing (albeit still at very elevated levels), it should be noted that construction price deflation (i.e. falling construction prices) is very rare and typically only seen during significant economic downturns. Pausing or deferring capital projects in this environment may not reduce our future costs with respect to the City's capital works and may in fact have detrimental effects on London's economic recovery. Additionally, deferring a significant number of capital projects would likely cause operational issues as projects stack up in future years, calling into question the ability to deliver all of that work in a compressed period of time.

Civic Administration will continue to monitor these inflationary pressures and the impact they are having on delivery of the City's capital plan. In the coming months leading up to the next multi-year budget, easing of supply chain pressures, commodity price moderation (again steel, lumber, etc.), central bank actions, etc. may help moderate future inflationary impacts. In a year's time the 2024 to 2027 Multi-Year Budget will provide the best opportunity for significant changes to the City's capital budget and 10-year capital plan – waiting to incorporate updates into the multi-year budget will allow the City to see how any moderation in the current inflationary trend plays out over the coming months. In addition, significant change within the City's base capital budgets will be best completed during the multi-year budget development period where these pressures can be evaluated in context and prioritized amongst all budget requests made during this time.

The impacts of inflations have been partially offset by an influx of funding from other levels of government. As well, until the 10-year capital plan is re-evaluated as part of the 2024 to 2027 Multi-Year Budget, Civic Administration has several tools at its disposal to help combat the inflationary price increases being experienced:

1. **Life-to-Date Capital Budgets and Re-prioritizing Capital Work** – Civic Administration will continue to review its existing capital plans and re-prioritize capital work, as necessary. This ensures that the most necessary projects are being completed and that existing, previously approved capital funding is used in the most efficient manner.
2. **Manage the Scope of Projects** – Civic Administration will continue to closely monitor the scope of prioritized capital works being tendered to ensure expenditures are only of the most necessary nature.
3. **Reserves and Reserve Funds** – The City of London maintains over eighty reserves and reserve funds with dedicated uses, many of which provide for the construction and maintenance of capital works. Where applicable these funds can be used to address needs in the build up to the 2024 to 2027 Multi-Year Budget. These funds include \$7 million that Council directed to the Operating Budget Contingency Reserve from the 2021 year-end surplus to help address inflationary impacts on the City's budgets.
4. **Available Debt Financing** – The City of London adheres to a strict internal debt cap with respect to its capital program financing. This cap is currently set at an average of \$36 million per year, calculated on the 10-year rolling capital plan. Debt financing remains an option when used appropriately in accordance with the City's financial policies and principles.

Should budget changes be required, these adjustments would be included in future capital budget requests via the 2023 Annual Budget Update or via the regular Council Committee Meeting cycle.

It should be noted that Finance Supports is actively working with all Service Areas to assess the magnitude of potential funding shortages associated with inflationary and supply chain pressures for projects contained in the capital forecast. Although the 10-year capital plan is not being adjusted at this time and may not fully reflect true project costs, the analysis being undertaken will be used for preparing the Asset Management

Plan, the 2023 Growth Management Implementation Strategy, the 2024-2027 Multi-Year Budget, and the 2025 Development Charges Background Study.

2.2 2022 Life-To-Date Capital Budget Activity and Revisions

After Council approves the capital budget, as the year progresses, reports are presented to Council to approve major contract awards and proceed with capital projects. Each report includes a Source of Financing (SofF). Most awards are within the approved capital budget, but some awards require budget adjustments as detailed in the SofF. Budget adjustments may also result from the application of assessment growth funding, receipt of senior government funding and other revenue sources such as insurance proceeds and private drain connections.

Other capital project awards proceed under administrative authority granted by the Procurement of Goods and Services Policy; details on these approvals are provided in an annual report from the Purchasing and Supply Division.

Table 1 summarizes 2022 life-to-date capital budget adjustments by Tax Supported, Wastewater and Treatment, and Water budgets. Appendix “A” provides details on the source of these adjustments.

Table 1 – 2022 Capital Budget Life-To-Date Revisions as of June 30, 2022 (\$Thousands)

Budget	2022 Life-to-Date Approved Budget (as of January 1, 2022)	2022 Council Budget Adjustments	2022 Administrative Budget Adjustments	2022 Life-to-Date Approved Budget (as of June 30, 2022)
Tax Supported	1,733,487	45,775	4,003	1,783,265
Wastewater	735,395	1,138	-381 ¹	736,152
Water	289,937	8,428	0	298,365
Total	2,758,820	55,341	3,622	2,817,783

Subject to rounding.

Table Note:

(1) Adjustment to reduce cash payments and up-front grants budget for Municipal Drain Reconstruction.

As of June 30, 2022, there were 102 discrete contract awards worth \$218.4 million (51 were awarded by Council and 51 were awarded administratively). Table 2 summarizes 2022 year-to-date contract awards by Tax Supported, Wastewater and Treatment, and Water budgets. Appendix “A” provides details on all Council approved contract awards.

Table 2 – 2022 Capital Budget Contract Awards as of June 30, 2022 (\$Thousands)

Budget	Council Approved Contract Awards	Administration Approved Contract Awards	Total Awards
Tax Supported	129,528	23,682	153,210
Wastewater	14,973	18,089	33,062
Water	14,495	17,657	32,152
Total	158,996	59,428	218,424
Number of Contract Awards	51	51	102

Subject to rounding.

2.3 2022 Life-To-Date Capital Budget Status

A summary of the 2022 life-to-date capital budget, including the committed and uncommitted amounts, is summarized in Table 3. This information is essential for budget monitoring to ensure that spending is being managed within the approved budget.

Table 3 – 2022 Life-To-Date Capital Budget Details as of June 30, 2022 (\$Thousands)

Budget	Classification	Approved Budget ¹	Actual and Commitments ²	Uncommitted to Date ²	Percent Committed
Tax Supported	Lifecycle	539,004	364,982	174,022	67.7%
Tax Supported	Growth	859,270	470,304	388,966	54.7%
Tax Supported	Service Improvement	384,991	249,876	135,115	64.9%
Tax Supported	Sub-Total	1,783,265	1,085,162	698,103	60.9%
Wastewater	Lifecycle	222,272	183,882	38,389	82.7%
Wastewater	Growth	368,279	204,324	163,955	55.5%
Wastewater	Service Improvement	145,602	95,417	50,185	65.5%
Wastewater	Sub-Total	736,152	483,623	252,529	65.7%
Water	Lifecycle	197,612	168,457	29,154	85.2%
Water	Growth	90,891	68,040	22,852	74.9%
Water	Service Improvement	9,862	4,869	4,993	49.4%
Water	Sub-Total	298,365	241,366	56,999	80.9%
City	Total	2,817,783	1,810,151	1,007,631	
City	Percentage of Total	100.0%	64.2%	35.8%	

Subject to rounding.

Table Notes:

(1) Totals are for active projects only. Projects approved to be closed during the year are deducted from this table.

(2) Once a capital project has an approved budget, spending or commitments may not be made for several years, for example, longer term projects like multi-purpose recreation centres.

After a review of all active (currently tendered and in-progress) capital projects (excluding projects recommended to be closed as identified in Appendix “C”), it has been determined that there are currently no active projects identified as at risk of being over budget by over \$50 thousand.

Appendix “B” contains a status update for capital projects with budgets greater than three years old (2019 and prior) that have no future budget requirements/activity. Appendix “B” provides the status of specific active capital projects that would be targeted as a high likelihood for project closure, it being noted that projects recommended to be closed are contained in Appendix “C” (see Section 2.6 below).

2.4 Capital Budget Housekeeping Adjustments

On August 10, 2021, Council approved the Council Policy Manual Review, which includes the Multi-Year Budget Policy. Included in the policy is authorization for the City Treasurer or designate to make budget adjustments considered “housekeeping” in nature. These adjustments do not have a material impact on the capital plan. Reporting housekeeping budget adjustments of significance through the budget monitoring process, which occurs twice per year, allows more timely disclosure of capital budget adjustments to Council and the community, better reflects operational requirements, and keeps the capital budget in a more current state. Furthermore, this practice results in the timely release of funding to the original source of the financing (capital receipts, reserve funds, debt, etc.), making it available for future budget approvals and reducing future budget requests for additional financing.

The housekeeping budget adjustments completed result in \$15.8 million being returned to their various original source of financing. These savings are primarily attributable to favourable tender results caused by a competitive marketplace at the time of the tender award, and changes to timelines and scopes of projects (e.g., a growth project delayed to a future period). The impacts realized to date in 2022 are all non-rate supported sources of financing, summarized in Table 4 below. For a detailed listing of each capital project refer to Appendix “D”.

Table 4 – Capital Budget Housekeeping Adjustments Non-Rate Supported Sources of Financing to be Released (\$Thousands)

Budget	Reserve Funds ¹	Debt ¹	Other	Total
Tax Supported	0.0	0.0	0.0	0.0
Wastewater	15,369.9	438.9	0.0	15,808.8
Water	0.0	0.0	0.0	0.0
Total	15,369.9	438.9	0.0	15,808.8

Subject to rounding.

Table Notes:

(1) Non-rate supported reserve funds / debt primarily supported by Development Charges.

In total, the housekeeping budget adjustments exercise will release non-rate reserve fund drawdowns of \$15.4 million. The details of these reserve fund drawdown releases are outlined in Table 5 below.

Table 5 – Capital Budget Housekeeping Adjustments Non-Rate Supported Reserve Fund Drawdowns to be Released (\$Thousands)

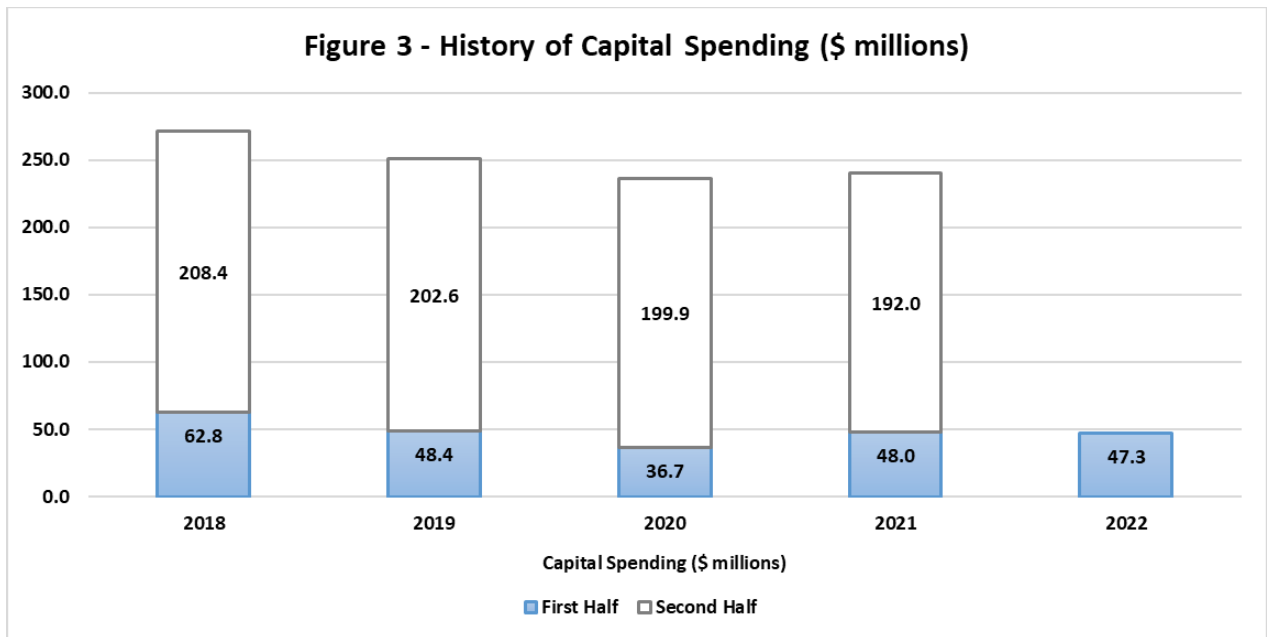
Reserve Fund	Amount
City Services Reserve Fund Stormwater	15,369.9
Total	15,369.9

Subject to rounding.

2.5 Capital Cash Flow

Capital spending in a given year is not the same as the capital budget for that year. Spending on capital projects can extend several years after the budget is approved by Council. Spending within a given year is therefore a layering of several capital projects approved in various years and at various stages. Total capital spending tends to be greater during the latter part of the year as construction invoices are received, approved, and paid. This information is important for the timing of debt issuances, reserve fund drawdowns and cash flow management decisions.

As of June 30, 2022, **total capital spending was \$47.3 million** compared to \$48.0 million in 2021 (Figure 3 below).



2.6 Completed (Closed) Capital Projects

Civic Administration continues to undertake reviews to close capital projects in a timely manner to ensure the life-to-date capital budget is accurately stated and savings, if any, are returned to their original funding source for future budget utilization. As a result of these reviews, this report recommends closing 39 projects with a total budget value of \$54.9 million. The completed projects that are recommended to be closed were under budget by \$2.0 million in total. The rate and non-rate source of financing impacts of closing the completed capital projects is summarized in Table 6 and 7 below. For a detailed listing of each completed capital project refer to Appendix "C".

Table 6 – Completed Capital Projects Rate Supported Sources of Financing to be Released (\$Thousands)

Budget	Capital Levy	Debt	Reserve Funds	Total
Tax Supported	-2.8 ¹	0.0	120.9	118.1
Wastewater	0.0	0.0	44.3	44.3
Water	0.0	0.0	1,302.3	1,302.3
Total	-2.8	0.0	1,467.5	1,464.7

Subject to rounding.

Table 7 – Completed Capital Projects Non-Rate Supported Sources of Financing to be Released (\$Thousands)

Budget	Reserve Funds ¹	Debt ²	Other ³	Total
Tax Supported	-42.6 ¹	0.0	434.4	391.8
Wastewater	0.0	0.0	132.9	132.9
Water	0.0	0.0	0.0	0.0
Total	-42.6	0.0	567.3	524.7

Subject to rounding.

Table 6 and Table 7 Notes:

- (1) Adjustment of funding associated with non-eligible PTIF claims.
- (2) Non-rate supported reserve funds / debt primarily supported by Development Charges.
- (3) Represents non-City funding sources such as proceeds from external contributors.

In total, the capital project closing exercise, if approved, will release and transfer uncommitted rate and non-rate reserve fund drawdowns of \$1.42 million, of which, \$1.47 million relates to rate supported reserve funds and -\$43 thousand relates to non-rate supported reserve funds. The details of these pending reserve fund drawdown releases are outlined in Table 8 and 9 below.

Table 8 – Completed Capital Projects Rate Supported Reserve Fund Drawdowns to be Released (\$Thousands)

Reserve Fund	Amount
Operating Budget Contingency Reserve ¹	-1.3
Operating Efficiency, Effectiveness and Economy Reserve	91.1
Land Acquisition Reserve Fund	31.1
Sewage Works Renewal Reserve Fund	44.3
Water Works Renewal Reserve Fund	1,302.3
Total	1,467.5

Subject to rounding.

Table Notes:

(1) Capital Project PK1100 requires a small drawdown from OBCR (original source) to close the project.

Table 9 – Completed Capital Projects Non-Rate Supported Reserve Fund Drawdowns to be Released (\$Thousands)

Reserve Fund	Amount
City Services Reserve Fund Roads ¹	-42.6
Total	-42.6

Subject to rounding.

Table Notes:

(1) Adjustment of funding associated with non-eligible PTIF claims.

2.7 Capital Budget Financing Strategies – Capital Levy

The overarching capital financing strategy for capital levy, also referred to as pay-as-you-go financing, is to first apply this funding source to lifecycle renewal capital budgets as the purpose of projects in this classification is to maintain existing infrastructure. An administrative target was previously set to eliminate debt financing on lifecycle renewal projects. In 2022 the administrative target of 0% debt financing for lifecycle renewal projects was achieved, meaning lifecycle renewal projects are now completely financed from a combination, based on need and affordability, of capital levy and drawdowns from the City’s many Capital Asset Renewal and Replacement reserve funds.

2.8 Capital Budget Financing Strategies – Reserve Funds

Obligatory reserve funds are primarily used as a source of financing for growth projects. Discretionary reserve funds are primarily used as a source of financing for lifecycle renewal and service improvement projects where appropriate reserve funds and sufficient balances exist.

Obligatory and discretionary reserve funds are categorized as follows:

OBLIGATORY

- 1) **City Services Development Charges (DC)** – dictated by the DC by-law
- 2) **Parkland** – cash-in-lieu of parkland dedication through the Parkland Conveyance and Levy By-law (CP-9) according to the Planning Act (Section 51.1)

- 3) **Canada Community-Building Fund** – previously known as Federal Gas Tax, funds received under the Municipal Funding Agreement for Transfer of Canada Community-Building Fund Revenues

DISCRETIONARY

- 1) **Capital Asset Renewal and Replacement** – to support renewal and replacement of existing assets
- 2) **Capital Asset Growth** – to support Development Charges incentive programs and Industrial Land Development Strategy
- 3) **Specific Projects and New Initiatives** – to support specific planned projects (e.g., economic development, affordable housing, community improvement grants and loans)
- 4) **Contingencies/Stabilization and Risk Management** – to provide contingency funding for specific risk areas

Obligatory and discretionary reserve funds are controlled by municipal by-laws and the City's Reserve and Reserve Fund Policy.

Reserves and Reserve Funds – Noteworthy Developments

Civic Administration presented the Reserve Rationalization Report at the September 25, 2018, Corporate Services Committee meeting (agenda item #2.2), the Capital Asset Renewal and Replacement Reserve Funds Rationalization Report at the September 8, 2020, Corporate Services Committee meeting (agenda item #2.1) and the Special Projects and New Initiatives Reserve Fund Rationalization Report at the June 20, 2022, Corporate Services Committee meeting (agenda item #2.2). These reports aligned a significant portion of the City's reserve and reserve fund portfolio with key Council approved financial management policies (examples include Reserve and Reserve Fund Policy, Capital Budget and Financing Policy, and Corporate Asset Management Policy). Additionally, through these reports, transparency and accountability has been enhanced, target balances have been established, and administrative efficiencies realized.

Civic Administration will continue similar rationalization exercises focusing on the City's capital asset growth, and contingency, stabilization and risk management reserves and reserve funds categories. These reports will be brought forward to Council upon completion, noting that Civic Administration's tentative plans are to complete these reports before the end of 2023.

2.9 Capital Budget Financing Strategies – Debt

A summary of the projected debt levels for 2022 is detailed in Table 10 below.

Table 10 – 2022 Debt Level as of June 30, 2022 (\$Thousands)

Category	Dec 31, 2021	Issued in 2022	Retired in 2022	Dec 31, 2022 ¹	Authorized 2022	Total Potential
Property Taxes	123,807	12,289	26,358	109,738	158,589	268,327
Wastewater	24,662	-	5,207	19,456	884	20,340
Water	213	-	105	108	-	108
Rate Supported Reserve Funds	3,752	-	2,096	1,656	-	1,656
Joint Water Boards – City's Share	7,522	-	2,236	5,286	-	5,286
City Services Reserve Funds	86,359	8,711	12,556	82,514	135,317	217,831
Total	246,314	21,000	48,557	218,757	294,790	513,547

Subject to rounding. City of London only, excludes debt of consolidated entities.

Table Note:

(1) Outstanding debt level is subject to completion of 2022 financial statement audit.

The City's Debt Management Policy was last amended by Council on August 10, 2021 (amending by-law No. CPOL.-48(a)-242). The policy establishes strategies for the management of the City's debt program. These strategies are outlined in tables 11 and 12 below.

Table 11 – Debt Management Strategies to Limit and Reduce Authorized Debt

Strategy	Target	Where Are We? / Results
Avoid the use of debt financing for lifecycle renewal projects	0% debt by 2022 for the rate supported budget	2022 results: 0% debt
Limiting debt financing by way of an internal debt cap	Average of \$36.0 million over 10-year capital plan for property tax supported initiatives	2022 results: forecasted 10-year average of \$35.5 million in debt financing (per 2022 Annual Update)
Reducing authorized debt as prescribed by the Surplus/Deficit and Assessment Growth Policies	No specified targets, policies direct 50% of any operating surplus and 50% of excess assessment growth funding be applied to reduce authorized debt	2021 year-end operating result: \$1.67 million applied. 2022 assessment growth: \$483 thousand applied.
Releasing surplus debt financing from the capital budget	No specified target, subject to available surplus	2021 year-end capital results: \$1.1 million released.

Table 12 – Debt Management Strategies to Minimize Debt Servicing Costs

Strategy	Target	Where Are We? / Results
Setting targets for debt servicing costs by budget	Debt servicing costs as a percentage of revenue: Property Tax less than 8%, Wastewater less than 10%, and Water equal to 0%	2022 results: Property Tax 4.6%, Wastewater 5.2%, Water 0.1% ¹
Maintaining a strong credit rating	Aaa (Stable)	2021 result: Aaa (Stable)

Table Note:

(1) Debt servicing costs as a percentage of revenue in the Water budget is temporarily over the established target because of prior year debt issuances, noting that the Water capital budget has not included rate supported debt financing since 2010.

2.10 Emerging Issues

This section of the report provides information on emerging issues that may impact the capital budget in 2021 and beyond. Within this section, each emerging issue is assigned a likelihood, which estimates the issues probability of impacting the 2021 to 2023 period. These likelihoods are categorized as high, medium, and low, and are defined as follows:

- High – likelihood of the issue impacting the 2021 to 2023 period is predicted to be greater than 60%.
- Medium – likelihood of the issue impacting the 2021 to 2023 period is predicted to be between 30% and 60%.
- Low – likelihood of the issue impacting the 2021 to 2023 period is predicted to be less than 30%.

PROPERTY TAX

Infrastructure Funding

Investing in Canada Infrastructure Program (ICIP) - Public Transit Stream (PTS)

The City of London was approved for ten transit related projects under this program for a total project cost of \$375.2 million, with \$103.1 million from the Government of Ontario, \$123.8 million from the Government of Canada and the balance of funding, approximately \$148.2 million, coming from municipal and other sources. Construction on most ICIP-PTS funded projects started in 2020 and 2021, with construction continuing in 2022 and beyond. The program deadline for construction is 2033.

ICIP-PTS – Intake 3

This new intake was announced in June 2021 and will stay open until March 2024. In January 2022, Municipal Council approved the following seven active transportation projects to be submitted for funding.

1. New On-Road Cycling Facilities
2. New Pedestrian Crossings
3. Boulevard Bike Lane Renewal
4. Intersection Accessibility Compliance
5. Active Transportation Improvements across Bridge Pinch Points
6. Bike Parking
7. South Branch Thames Valley Parkway Extension

The total value of the submitted projects was \$40 million. This represented the remaining unallocated amount of London's provision of ICIP-PTS funding from the Federal and Provincial governments, including the municipal contribution. The applications were submitted on February 25, 2022. The City is still waiting for approval. Projects must be complete by October 2027.

ICIP-PTS – London Transit Commission Highbury Avenue Facility

After submission of the initial ten transit related projects in 2019 and the active transportation projects in January 2022, as described above, London had \$119.3 million remaining in allocated Federal and Provincial funding available. Including the municipal contribution, this allows for at least \$163.4 million in capital works. This allocation was associated with the North and West corridors of rapid transit plan, both included in the City's ten-year capital plan but not submitted to ICIP-PTS for approval.

In July 2020, staff recommended preserving this funding for future eligible projects, which were expected to arise from London Transit Commission (LTC) capital plans and the Mobility Master Plan (MMP), prior to the ICIP-PTS application deadline of March 2024. In April 2022, Federal Budget 2022 extended the ICIP-PTS project completion date to October 2033 but accelerated the application deadline to March 2023. The Province then required final applications by November 2022 to allow time for review. Civic Administration and LTC staff immediately began working on alternative projects to take advantage of London's remaining allocation prior to the new deadlines.

The extended ICIP-PTS construction deadline and the recent completion of the plan to convert LTC's fleet to zero-emission vehicles allowed for consideration of another important project. LTC's current Highbury Avenue facility is at the end of its useful life and needs to be replaced to support service growth and is integral to the successful conversion of the LTC fleet from diesel. An update to a previous study on the LTC facility to incorporate zero-emission buses is currently underway at LTC.

On August 2, 2022, Municipal Council approved both City and LTC staff's recommendation to develop a joint application for the remaining ICIP-PTS funds towards a new LTC facility on Highbury Avenue to accommodate transit service growth and conversion of the LTC fleet to zero-emission buses. This application will be submitted by the aforementioned deadline.

Investing in Canada Infrastructure Program (ICIP) - Community, Culture and Recreation Infrastructure Stream

This stream supports community infrastructure priorities. The City of London was approved for two projects under this stream.

1. Labatt Park - \$2.0 million. This project includes the installation of accessible washrooms, repair and replacement of bleachers, and replacement of sport lighting. Construction is scheduled to start September 30, 2022, with completion scheduled by April 30, 2023.
2. Carling Heights Optimist Community Centre (CHOCC) - \$1.9 million. This project includes a teaching kitchen space, installation of an elevator, and other building renewal components. Construction is scheduled to start March 31, 2023, with completion scheduled by March 31, 2024.

Investing in Canada Infrastructure Program (ICIP) - COVID-19 Community Resilience Stream

In August 2020, the Federal Government announced the COVID-19 Resilience Infrastructure Stream to assist with social and economic recovery from the health and economic crisis brought on by COVID-19. London was approved for four projects under this stream. All projects are under construction and must be completed by end of 2024.

1. Active Transportation - \$3.75 million. Includes three projects for new cycling facilities, boulevard bicycle path improvements and downtown sidewalk improvements.
2. Recreation Facilities - \$1.75 million. One project for HVAC rehabilitation at the Carling and Stronach arenas and the Boyle Community Centre.

Green and Inclusive Community Buildings Program (GICB)

In December 2020, the federal government recognized that municipal and community buildings play a role in Canada's climate response and allocated \$1.5 billion for retrofits, repairs or upgrades of existing buildings and the construction of new public buildings.

On May 12, 2022, London was approved for a \$2.2 million project for the Kinsmen Arena Deep Energy Retrofit under the GICB stream. Civic Administration is currently working with the ministry on the contribution agreement to present to Council. Another application under the GICB stream for a similar project at Nichols Arena for \$2.9 million is pending approval.

Canada Community Revitalization Fund (CCRF)

On June 24, 2021, the Federal Government announced the Canada Community Revitalization Fund (CCRF), a national investment of \$500 million over two years. Its aim is to help communities across Canada build and improve community infrastructure projects so they can rebound from the effects of the COVID-19 pandemic.

In early 2022, London was approved for two projects:

1. Hyde Park Village Green - \$750,000. This project will reinvent the empty lot at 1695 Hyde Park Road, transforming it into a green space with accessible walkways, providing a direct route for pedestrians and cyclists between residences and the neighbourhood's retail and business main street.
2. RBC Place – King Street Parkette Revitalization - \$713,150. This project will revitalize the King Street Parkette adjacent to RBC Place creating a vibrant, accessible outdoor space able to accommodate up to 500 guests for organized events, providing an attractive, accessible, and safe space for social gathering by residents and visitors.

Tourism Relief Fund (TRF)

In June 2021, the Federal Government announced the Tourism Relief Fund (TRF), a national investment of \$500 million over two years to support tourism businesses and organizations to adapt their operations to meet public health requirements while investing in products and services to facilitate their future growth.

On April 17, 2022, London was approved for a \$420,000 project "Welcome to the Heart of London", to establish a more welcoming and visually attractive environment using consistent design elements to guide visitors through tourism facilities and events.

Likelihood of Impact on 2022 to 2023 Budget - High

Zero-Emission Bus Implementation Plan and Funding

On February 10, 2021, the Federal Government announced \$14.9 billion over the next eight years to support public transportation projects across Canada. On August 10, 2021, the Minister of Infrastructure and Communities announced a \$2.75 billion Zero Emission Transit Fund, a five year national program to help communities to support the purchase of 5,000 zero emission public transit and school buses and associated infrastructure.

The Zero Emission Transit Fund will support both Planning and Design Projects including studies, modelling and feasibility analysis, and Capital Projects including buses, charging and refueling infrastructure. Infrastructure Canada will provide direct funding contributions to support planning and capital projects and will also work with the Canada Infrastructure Bank which will provide flexible financing solutions through a \$1.5 billion Zero Emission Bus initiative.

On August 25, 2021, the London Transit Commission received preliminary information from the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) on the Zero-Emission Bus (ZEB) Implementation Strategy they are conducting for London. The approach recommends ten 40' battery electric buses and related charging infrastructure including three high-powered overhead charging units (installed at facility or on-road) and four low-powered plug-in charging units (installed at facility). Municipal Council approved a \$26.0 million business case as part of the 2022 Budget Update to support this strategy, including required facilities work to upgrade the grid connection, install the required charging equipment, and retrofit facilities to accommodate the zero-emission buses. This business case was developed on the assumption that up to 50% of the costs of the initiative will be pursued through the Zero Emission Transit Fund.

On May 25, 2022, the LTC approved a recommendation from LTC Administration to approve in principle the ZEB fleet implementation and rollout plan and use the plan to support funding applications as determined in cooperation with Civic Administration. These applications would be submitted to the above two programs, among others.

Likelihood of Impact on 2022 to 2023 Budget - High

Transportation Budget Amendments

Several large, complex transportation growth projects will require realignment and adjustment of their project budgets as they move from environmental assessment to detailed engineering design and account for impacts from inflation. The projects most impacted are the intersection of Richmond Street and Fanshawe Park Road, the Bradley Avenue Extension, and the roundabout at Colonel Talbot Road and Southdale Road. These projects will be included in a budget amendment in the 2023 Budget Update. These projects are primarily supported by development charges funding.

Likelihood of Impact on 2022 to 2023 Budget - High

Corporate Asset Management Plan

On August 27, 2019, Municipal Council approved the 2019 Corporate Asset Management Plan (AMP), an update to the 2014 AMP, which is compliant with O.Reg 588/17 for directly owned City assets. On July 26, 2021, the Corporate AMP 2021 Review was released which showed that the City of London owns and maintains assets with a replacement value of approximately \$22.2 billion (including Water and Wastewater) and that the City manages its infrastructure to keep it in generally 'Good' condition. Projected spending on lifecycle assets will be more than \$1.8 billion over ten years resulting in an infrastructure investment gap of roughly \$666.9 million over the cumulative 10-year period of 2021 to 2030.

A Corporate AMP 2022 Review will not be published this year. The City's Corporate Asset Management staff are currently at capacity undertaking a full update of the entire City of London asset management plan, which will be presented in 2023.

To address the infrastructure gap, Municipal Council approved additional funding for the Capital Infrastructure Gap Reserve Fund through the 2020 to 2023 Multi-Year Budget. The City will also address the gap through different financial strategies including pursuing funding from external sources, incorporating reinvestment rate concepts through assessment growth, and, continuing to utilize one-time funding where available.

Likelihood of Impact on 2022 to 2023 Budget – High

Affordable Housing – 3,000 Unit Plan

On December 7, 2021, Municipal Council approved the “Roadmap to 3,000 Affordable Units” (Roadmap), a plan to achieve the Council endorsed target of 3,000 units by 2026. The Roadmap proposes a variety of tools, plans, investments, and approaches. Municipal Council directed Civic Administration to immediately advance action plans related to implementation and approved municipal sources of financing to implement the Roadmap, noting that a variety of funding sources, particularly various City reserves and reserve funds, were utilized to fund the capital portion of the plan. The approval of this plan may constrain funding availability for other significant initiatives in future years.

Likelihood of Impact on 2022 to 2023 Budget - Medium

Climate Emergency Action Plan

On April 24, 2019, Municipal Council declared a climate emergency. On November 26, 2019, Council approved a series of actions to be completed to address the climate emergency, including the development of a Climate Emergency Action Plan (CEAP) and the creation and implementation of a Climate Emergency Evaluation Tool (now referred to as the Climate Lens Process). Several progress updates were provided in 2020 and 2021 leading up to the February 8, 2022, Strategic Priorities and Policy Committee Draft Climate Emergency Action Plan report. As outlined in that report, many actions listed within the CEAP Workplans in 2022 and 2023 can be implemented within existing budgets and by utilizing existing City resources. However, investment in climate action over the full term of the CEAP (to 2050) by the City, businesses and residents is anticipated to be **significant**; some investments are anticipated to align with, augment and sometimes replace planned future spending. It is anticipated that many CEAP investments may result in opportunities for net operating savings.

As per the recommendations in the Draft Climate Emergency Action Plan report, Civic Administration will develop a detailed Climate Change Investment and Implementation Plan for all the CEAP initiatives requiring additional funding. Determining the scope, timing and pace of CEAP investments will be critical to support development of the City’s 2023-2027 Strategic Plan and 2024-2027 Multi-Year Budget, as well as future strategic plans and multi-year budgets. The investment required to support all initiatives in the CEAP cannot be borne entirely by the City of London. Support from federal and provincial partners will be critical to ensuring the successful implementation of many initiatives.

Likelihood of Impact on 2022 to 2023 Budget - Low

Excess Soils

Ministry (MECP) Regulation (406/19) has a new framework for the excavation, removal, and transport of “excess soils” between two or more sites. This new framework will apply to some roads projects that generate “excess soil.” There is uncertainty to the extent of this impact, but the City should anticipate potential pressures on some capital plans.

Likelihood of Impact on 2022 to 2023 Budget - Low

WASTEWATER & WATER

Infrastructure Funding (Wastewater)

Disaster Mitigation and Adaptation Fund

In 2018, the Government of Canada launched the Disaster Mitigation and Adaptation Fund (DMAF), committing \$2 billion over 10 years to invest in structural and natural infrastructure projects to increase the resilience of communities that are impacted by natural disasters triggered by climate change. In the Federal Budget 2021, an additional \$1.375 billion in federal funding over 12 years was announced to renew the DMAF.

London's wastewater treatment plants, which protect the Thames River from the effects of the City's wastewater and represent millions of dollars in assets, are in areas that may be flooded during extreme weather events. Flood protection systems at Greenway and Adelaide Wastewater Treatment Plants were identified as priority projects because of the location of those plants within the Thames River floodplain. Flood protection measures will improve the resilience of these facilities, enhance staff safety during extreme wet weather events, and reduce the likelihood of overflows and bypasses during those events.

On October 13, 2020, the Federal Government announced that the City of London was approved for funding under the DMAF program to support the construction of flood protection measures at the Greenway and Adelaide Wastewater Treatment Plants. The overall project cost is estimated at \$49.5 million, with the maximum federal share of all project related expenses totalling \$19.8 million (40%). The contribution agreement for the federal funding was presented to Council committee on March 29, 2022, and work is proceeding. A consulting assignment was previously awarded by Council in March 2021 to undertake the public consultation process for these projects and is fully eligible for funding under the agreement.

In November 2021, the City made another application to the DMAF program during another intake opportunity. This application was for a project on the Broughdale Dyke. This dyke protects 191 properties within the floodplain including residential, institutional and recreational areas. An environmental assessment in 2016 recommended extending and raising the dyke from a 100-year flood elevation to a 250-year flood level elevation. Approval of this project would allow the City to move forward with the reconstruction of the dyke and provide a higher level of protection for the citizens in this area. The project is estimated to be \$9 million with a federal contribution of \$3.6 million. A decision on the DMAF funding for this project is anticipated soon.

Likelihood of Impact on 2022 to 2023 Budget - High

Corporate Asset Management Plan 2021 Update (Water; Wastewater)

The Corporate Asset Management Plan outlines the City's plans for the management of its \$22.2 billion worth of infrastructure. Through the Corporate AMP 2021 Review it was determined that the City of London owns and maintains approximately \$15.9 billion worth of water and wastewater assets representing 71% of all City owned assets. The plan identified a 10-year cumulative infrastructure gap for the City's stormwater and wastewater systems of \$11.9 million. The City's water system currently does not have a 10-year infrastructure gap.

Based on this update and given the present asset information, the projected investment suggested in the 20-year plan is appropriate. Staff will continue to monitor the infrastructure gaps and will act if necessary. Staff will continue to monitor the wastewater infrastructure gap including undertaking study work to provide higher quality information to better quantify the Wastewater Treatment Infrastructure gap moving forward.

A Corporate AMP 2022 Review will not be published this year. The City's Corporate Asset Management staff are currently at capacity undertaking a full update of the entire City of London asset management plan, which will be presented in 2023.

Likelihood of Impact on 2022 to 2023 Budget - High

Excess Soils (Water; Wastewater)

Ministry (MECP) Regulation (406/19) has a new framework for the excavation, removal, and transport of “excess soils” between two or more sites. This new framework will apply to most construction projects that generate "excess soil." There is some uncertainty to what extent the costs of our capital projects will be impacted. As a result, the City should anticipate potential pressures on the Water/Wastewater capital plans.

City Staff are working with the Heavy Construction Industry to understand the potential impact of these changes on costs moving forward. In addition, City Staff are working with the Engineering Consulting community to promote the reuse of soils during capital projects.

Likelihood of Impact on 2022 to 2023 Budget - Medium

Climate Emergency Action Plan (Flood Proofing and Protection) (Wastewater)

Flood proofing of several of the City's wastewater treatment plants and flood control dykes have been identified in the previous 2015 to 2019 corporate strategic plan. It was anticipated that funding would be available as part of the Federal/Provincial infrastructure program. The City of London was successful in securing \$19.8 million in federal funding to support the Adelaide and Greenway Wastewater Treatment Plant Flood Protection Project.

There are still several remaining wastewater infrastructure projects that require federal/provincial funding. If the federal/provincial program is canceled, a strategy for addressing this need will need to be established as part of the budget update process.

Likelihood of Impact on 2022 to 2023 Budget - Low

Canada-Ontario Lake Erie Action Plan (Wastewater)

The Great Lakes Water Quality Agreement requires the United States and Canada to reduce phosphorus levels that contribute to algal blooms in Lake Erie by 40% based on levels measured in 2008. The Thames River Watershed has been identified as a priority watershed. The final Canada-Ontario Lake Erie Action Plan was issued by the Federal government in February 2018. The plan includes a series of specific actions to be undertaken by the City of London that were endorsed by Council in Q4-2017. The timing and funding of these actions is directly linked with the availability of federal and provincial funding. Staff will continue to monitor the availability of funding and will submit applications for this work at every opportunity.

Likelihood of Impact on 2022 to 2023 Budget – Low

Arva Huron Water Pipeline Environmental Assessment (Water)

The Arva-Huron Pipeline is the most critical supply of water into the City of London, supplying approximately 85% of water used by all customers. An environmental assessment was recently completed to determine the long-term strategy for replacing this key component of the City's water system. The short-term recommendation includes an asset management strategy consisting of maintenance, monitoring, and upgrading tasks. Cost estimates were provided for these asset management tasks to 2040 when the watermain is expected to reach the end of its useful life. There is sufficient funding within the current multi-year budget to complete this work over the budget period. Ongoing funding for monitoring and maintenance will be included in future multi-year budget submissions.

The long-term recommendation, which addresses the eventual replacement of this infrastructure, includes the installation of a new single or twinned water transmission main(s) on a parallel street. This work will be incorporated in the 20-year plan and included in future multi-year budget submissions.

Likelihood of Impact on 2022 to 2023 Budget – Low

Conclusion

Key items included in the 2022 Mid-Year Capital Budget Monitoring Report include the following:

The 2022 life-to-date capital budget:

- \$1.8 billion (64.2%) of the \$2.8 billion 2022 life-to-date capital budget is committed, leaving \$1.0 billion (35.8%) of approved capital funding uncommitted.
- A status update for active 2019 life-to-date capital budgets (2019 and prior) that have no future budget requests is provided in Appendix “B”.

A total of 39 completed capital projects with a total budget value of \$54.9 million and surplus of \$2.0 million are recommended to be closed with surplus funding returned to the original source of financing (Appendix “C”).

Inflationary and emerging issues were identified that may impact the capital budget in the 2022 to 2023 period. Civic Administration will continue to monitor these issues and report back to Council and the community in a timely manner.

Prepared by: Ken Clarke, CPA, CMA, MBA Manager II, Accounting and Reporting and Hussein El Birani, Capital Budget Officer, Financial Planning and Policy

Submitted by: Kyle Murray, CPA, CA, Director, Financial Planning and Business Support

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

Cc: Jason Davies – Manager III, Financial Planning and Policy
Ian Collins – Director, Financial Services
John Millson – Senior Financial Business Administrator
Meng Liu – Senior Financial Business Administrator

Attachments:

Appendix A - 2022 Capital Budget Activity (Life-To-Date June 30, 2022)

Table 1 - 2022 Council Awards Details

Source of Financing Number	Date of Committee Award	Service Program	Description	Awarded Amount	Budget Adjustments
22001	2022-01-10	Transportation Services	Property Acquisition, Southdale Road Improvements Project	602,789	0
22002	2022-01-11	Transportation Services	Kilally Infrastructure Works Detailed Design	167,904	0
22002	2022-01-11	Wastewater and Treatment	Kilally Infrastructure Works Detailed Design	396,391	0
22002	2022-01-11	Water	Kilally Infrastructure Works Detailed Design	167,904	0
22003	2022-01-11	Wastewater and Treatment	UTRCA and City of London Flood Protection, West London Dyke	73,445	0
22004	2022-01-11	Environmental Services	Technical Landfill Design Studies	771,740	0
22005	2022-01-10	Transportation Services	License Agreement, Downtown Loop and Municipal Infrastructure Improvements	22,591	22,591
22006	2022-01-11	Wastewater and Treatment	Emergency Reports to Pumps at Wonderland Pumping Station	68,841	0
22009	2022-02-01	Wastewater and Treatment	East London Link and Municipal Infrastructure Improvements Phase 1	5,702,299	0
22009	2022-02-01	Water	East London Link and Municipal Infrastructure Improvements Phase 1	2,041,076	0
22009	2022-02-01	Transportation Services	East London Link and Municipal Infrastructure Improvements Phase 1	15,048,150	2,452,218
22010	2022-03-29	Transportation Services	T20-100 Contract Price Increase	478,272	0
22011	2022-02-01	Transportation Services	T21-109 Victoria Bridge Replacement	24,363,634	45,204
22011	2022-02-01	Parks and Recreation Services	T21-109 Victoria Bridge Replacement	579,216	0
22012	2022-01-31	Transportation Services	Property Acquisition, Wellington Gateway Rapid Transit Project	1,224,119	0
22016	2022-02-28	Wastewater and Treatment	Subdivision Special Provisions - Sunningdale Court Phase 1	217,979	143,690
22020	2022-03-01	Wastewater and Treatment	Hyde Park Environmental Assessment Stormwater Managements Works	175,455	0
22021	2022-03-01	Transportation Services	Mobility Master Plan Consultant	914,308	0
22023	2022-03-01	Protective Services	Single Source Procurement - Xalt Real-time Fire CAD to RMS Interface	106,933	0
22024	2022-02-28	Transportation Services	Property Acquisition, Southdale Road Improvements Project	5,086	0
22026	2022-02-28	Wastewater and Treatment	Property Acquisition, Cavendish Phase III Renewal Project	210,537	0
22027	2022-03-29	Transportation Services	Detailed Design, Southdale Road West and Colonel Talbot Road Roundabout	496,971	196,971
22030	2022-03-29	Transportation Services	RFT21-83 Contract Price Increase: Fanshawe Park Road Boulevard Cycling Lanes Rehabilitation	254,400	0
22031	2022-03-29	Transportation Services	RFP 19-49 Contract Price Increase: Dundas Street Thames Valley Parkway	93,416	0
22032	2022-03-29	Transportation Services	RFT2022-001 Southdale Road West Improvements	9,988,664	6,204,253
22032	2022-03-29	Water	RFT2022-001 Southdale Road West Improvements	301,358	0
22032	2022-03-29	Wastewater and Treatment	RFT2022-001 Southdale Road West Improvements	522,353	0
22034	2022-03-29	Wastewater and Treatment	Contract Administration Services: 2022 Infrastructure Renewal Program	711,928	0
22034	2022-03-29	Water	Contract Administration Services: 2022 Infrastructure Renewal Program	474,618	0
22034	2022-03-29	Transportation Services	Contract Administration Services: 2022 Infrastructure Renewal Program	78,395	0
22035	2022-03-29	Wastewater and Treatment	RFT21-91 Metamora Stormwater Outfall Replacement	204,014	0
22036	2022-03-29	Wastewater and Treatment	RFT21-16 Contract Price Increase: English Street and Lorne Avenue Reconstruction	584,680	25,000
22036	2022-03-29	Water	RFT21-16 Contract Price Increase: English Street and Lorne Avenue Reconstruction	101,760	0
22037	2022-03-29	Parks and Recreation Services	Oakridge Resident Engagement Results	0	200,000
22038	2022-03-29	Transportation Services	RFT21-97 Adelaide Street North CPR Underpass	65,639,361	18,200,674
22038	2022-03-29	Parks and Recreation Services	RFT21-97 Adelaide Street North CPR Underpass	42,739	0
22038	2022-03-29	Wastewater and Treatment	RFT21-97 Adelaide Street North CPR Underpass	557,149	0
22038	2022-03-29	Water	RFT21-97 Adelaide Street North CPR Underpass	226,889	0
22042	2022-03-28	Transportation Services	Property Acquisition, Wellington Gateway Rapid Transit Project	575,493	0
22043	2022-03-28	Corporate, Operational and Council Services	RFP22-049 Corporate Asset Management Plan Development	221,017	0
22045	2022-03-28	Parks and Recreation Services	Property Acquisition, Meander Creek Park	5,113	5,113
22046	2022-04-20	Transportation Services	Construction Partnership for Gideon Drive Rehabilitation	400,371	0
22050	2022-04-20	Transportation Services	Appointment of Transportation and Mobility Big Data Provider	171,909	0
22052	2022-04-20	Parks and Recreation Services	RFP2022-054 - New Play Equipment at Gibbons Park and Greenway Park	400,137	0
22055	2022-04-20	Wastewater and Treatment	RFT21-121 Greenway UV Upgrade Construction	3,431,602	0
22056	2022-04-20	Wastewater and Treatment	Single Source Appointment - Dingman Creek Surface Water Monitoring Program	191,315	0
22058	2022-04-25	Planning and Development Services	Streamline Development Approval Fund - Continuous Improvement of the Development Approvals	454,104	0
22059	2022-04-25	Planning and Development Services	Single Source Procurement - Update to the Site Plan Control By-law and Manual	155,932	0
22061	2022-05-10	Transportation Services	RFP2022-008 - Colonel Talbot Road 2-Lane Upgrades	769,501	0
22065	2022-05-10	Water	Contract Administration Services and Temporary Easement Agreement with UWO: Huron Street Watermain Remediation	175,543	0
22066	2022-05-10	Wastewater and Treatment	London Psychiatric Hospital Lands Stormwater Management Facility	568,204	0

Appendix A - 2022 Capital Budget Activity (Life-To-Date June 30, 2022)

Table 1 - 2022 Council Awards Details

Source of Financing Number	Date of Committee Award	Service Program	Description	Awarded Amount	Budget Adjustments
22067	2022-05-10	Water	RFT2022-016 Springbank Reservoirs 1 and 3 Roof Membrane Replacement And Repairs	10,254,426	7,518,779
22068	2022-05-10	Wastewater and Treatment	West London Dyke Consultant Award for Infrastructure Feasibility Assessment	251,061	0
22069	2022-05-09	Transportation Services	Property Acquisition, Wellington Gateway Rapid Transit Project	914,069	0
22077	2022-05-31	Corporate, Operational and Council Services	SS2022-166 - Base Station Replacement for Emergency Communications System	1,160,676	0
22080	2022-05-31	Water	Northcrest Drive Municipal Watermain Servicing Budget Increase	0	909,645
22081	2022-05-30	Water	Subdivision Special Provisions - Kent Phase 5	14,037	0
22082	2022-05-31	Planning and Development Services	Metamora Stormwater Outfall Replacement Contract Amendment	259,488	0
22083	2022-05-30	Transportation Services	Property Acquisition, Wellington Gateway Rapid Transit Project	747,744	0
22090	2022-06-21	Wastewater and Treatment	Appointment of Consulting Engineers for the Infrastructure Renewal Program	1,105,586	0
22090	2022-06-21	Water	Appointment of Consulting Engineers for the Infrastructure Renewal Program	737,057	0
22090	2022-06-21	Transportation Services	Appointment of Consulting Engineers for the Infrastructure Renewal Program	169,218	0
22092	2022-06-20	Transportation Services	Property Acquisition, Wellington Gateway Rapid Transit Project	611,938	0
22093	2022-06-20	Transportation Services	Property Acquisition, Wellington Gateway Rapid Transit Project	623,553	0
22094	2022-06-20	Transportation Services	Property Acquisition, Wellington Gateway Rapid Transit Project	158,953	0
22096	2022-06-20	Transportation Services	Settlement Agreement, Wharnccliffe Road Widening Project	850,497	0
Total				158,995,908	35,924,138

Appendix A - 2022 Capital Budget Activity (Life-To-Date June 30, 2022)

Table 2 - 2022 Council Approved Budget Adjustments Details

Budget	Description	Budget Adjustment
Property Tax	2022 Assessment Growth	281,192
Property Tax	Roadmap to 3000 Affordable Housing Units	15,706,405
Property Tax	Adjustments resulting from various Council approved reports	2,460,486
Wastewater and Treatment	Adjustments resulting from various Council approved Awards	968,778
Total		19,416,861

Appendix A - 2022 Capital Budget Activity (Life-To-Date June 30, 2022)

Table 3 - Council Approved Awards and Budget Adjustments Summary

Budget	Awarded Amount	Budget Adjustments
Property Tax Budget	129,528,401	45,775,107
Wastewater and Treatment Budget	14,972,839	1,137,468
Water Budget	14,494,668	8,428,424
Subtotal Council Awards and Budget Adjustments	158,995,908	55,340,999

Table 4 - Administrative Awards and Budget Adjustments Summary

Budget	Awarded Amount	Budget Adjustments
Property Tax Budget	23,681,703	4,002,513
Wastewater and Treatment Budget ¹	18,089,040	-381,310
Water Budget	17,657,275	0
Subtotal Administrative Awards and Budget Adjustments²	59,428,018	3,621,203

Notes:

1) Negative adjustment amount reflects reduction of cash payments and up-front grants budget for Municipal Drain Reconstruction.

2) Civic Administration source of financing awards are in accordance with the Procurement of Goods and Services Policy and are reported annually through that process.

Table 5 - Combined Council Approved and Administrative Awards and Budget Adjustments Summary

Budget	Awarded Amount	Budget Adjustments
Property Tax Budget	153,210,104	49,777,620
Wastewater and Treatment Budget	33,061,879	756,158
Water Budget	32,151,943	8,428,424
Total Council Approved and Administrative Awards and Budget Adjustments	218,423,926	58,962,202

Appendix B - Summary of 2019 Life-To-Date Capital Budgets Having No Future Budget Requests

Project	Project Description	Classification	Service Program	2019 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
SW6023	Community Enviro Depots	Service Improvement	Environmental Services	1,500,000	70,072	1,429,928	Q4 2023	Re-configuration of Clarke Road EnviroDepot expected to be complete by Q4 2023.
SW6035	Landfill Gas Utilization	Service Improvement	Environmental Services	4,000,000	78,921	3,921,079	Beyond	FIT Contract cancelled July 16, 2018. Funds will be used for new projects for the beneficial use of captured landfill gas such as the production of Renewable Natural Gas.
SW6047	Material Recovery Facility	Service Improvement	Environmental Services	22,731,803	22,738,237	(6,434)	Q4 2022	Design of upgrades to existing MRF fire suppressant system. Assuming the items on backorder are received, we should be able to close this project by year-end.
SW6051	Municipal Waste Study	Life Cycle Renewal	Environmental Services	2,807,638	2,331,713	475,925	Q2 2023	Capital funds required to facilitate the Individual Environmental Assessment for the Residual Waste Disposal Strategy. This is a four to five year project.
TS5031	Transportation Demand Management	Service Improvement	Transportation Services	390,773	324,124	66,649	Q4 2024	Budget to be used for Transportation Demand Management including Transportation Management Association (approved as part of the Climate Emergency Action Plan)
TS6025	Bike Share Program	Service Improvement	Environmental Services	822,500	6,278	816,222	Q2 2024	The decision on a Bike Share System will not be made by Council until early 2023
GG1318	Core Area Informed Response	Service Improvement	Housing, Social & Health Serv	124,000	71,983	52,017	Q4 2023	COVID19 delays in supply chain and remote work impact delayed the purchase of vehicles.
PD2633	Development Of Information	Service Improvement	Housing, Social & Health Serv	416,860	214,379	202,481	Q2 2024	Project delayed due to complexities of the software development, legislative environment changes and the process of working with 7 other Service Managers for approvals, etc. Project budget expected to be fully spent at completion. Implementation is expected to conclude in 2024.
GG1730PHB	Decommissioning Of South St	Service Improvement	Corporate, Oper & Council Serv	2,380,000	2,322,546	57,454	Beyond	Special project set up for the retention of the Old Victoria Hospital Lands located at 370 South St. Funds are to be used for maintaining building and site until it is sold.
ME1208	Ph 1 Fuel Switching Project	Service Improvement	Corporate, Oper & Council Serv	1,382,625	745,493	637,132	Q4 2023	There are three Phases to this project. Phase 1 cost \$745k, Phase 2 is estimated to be \$1.3M. Additional contributions from Facilities and Environmental Services have been secured and will be allocated to ME1208.
TS1346	Corporate Asset Management Dev	Life Cycle Renewal	Corporate, Oper & Council Serv	1,863,895	850,256	1,013,639	2025	The CAM project includes a total of seven (7) work units, a contract was executed for the first six (6) units over the past years. The final work unit number 7 is significant and includes implementation of all five asset management modules across the remaining 9 service areas included in the scope of the CAM project estimated at a cost of approx. \$1million. Unit 6 restarted on June 2021 and Scheduled to be completed by Q4 2023 while the Final unit 7 of the project is scheduled to start by 2023 with a completion date by 2025 to align with the new regulation (O.Reg 588/17) due date
TS1350	Corporate Asset Mgmt Software	Life Cycle Renewal	Corporate, Oper & Council Serv	360,000	156,336	203,664	Q4 2024	Phased implementation of Brightly software is well underway for Transportation and Mobility, Parks and Forestry & Recreation and Sport services. This will be followed by full implementation across the City providing CAM the ability to optimize the City Capital budget across all the service areas. The most recent example of the use of Brightly's system was in the City's 2019 Asset Management Plan & 2020 & 2021 CAM plan annual update. The CAM projected long term condition profiles to optimize service level outcomes and capital expenditures. Brightly's decision making module was used for the City's Core Assets (Water, Wastewater, and Transportation), the majority of Facilities (Recreation and Corporate Facilities) and other service areas such as Fleet and Fire Department.
FS1012	Comprehensive Risk Assessment	Service Improvement	Protective Services	153,021	153,009	12	Q3 2022	Project to be closed once commitments run their course.
RC2021	Master Plan Substudies	Growth	Parks,Rec&Neighbourhood Serv	150,000	116,510	33,490	Q4 2022	There are several sub studies identified in the 2019 Parks and Recreation Master Plan that will be undertaken in 2022 including: Sport Strategy, Pricing Review (user fees), Outdoor Play Strategy etc.

Appendix B - Summary of 2019 Life-To-Date Capital Budgets Having No Future Budget Requests

Project	Project Description	Classification	Service Program	2019 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
RC2608	Glen Cairn Arena	Service Improvement	Parks,Rec&Neighbourhood Serv	683,400	-	683,400	Beyond	Demolition plans to move forward in 2023 and has been delayed due to inability to work with the community on the future of the pool due to COVID-19
RC2612	Silverwoods Arena	Service Improvement	Parks,Rec&Neighbourhood Serv	2,226,200	-	2,226,200	Beyond	Currently on hold waiting on community engagement work to happen in 2023 to solidify plans and preliminary design on the future uses of the facility.
RC2755	South West Multi-Purpose Rec	Growth	Parks,Rec&Neighbourhood Serv	54,588,465	54,218,839	369,626	Q4 2022	Keep open to address issues on site. Issues stemming from original construction remaining (\$370K needed until year end to address issues). Warranty period complete, City completing work outside of warranty.
MU1200	Fleet Radio Replacement	Life Cycle Renewal	Transportation Services	625,000	-	625,000	Q4 2023	The project was previously on hold pending review of legislation regarding the current exemption for transit authorities to use hand held communication devices. To date this legislation has not changed, however, the current radios have exceeded their useful life and are in need or replacement. COVID has impacted the priority to complete the project.
MU1210	Fare Processing Equipment	Life Cycle Renewal	Transportation Services	1,495,000	-	1,495,000	Q4 2023	The need to replace current fare boxes, that are at the end of their useful life, along with the ability to further integrate fare processing capabilities remains significant. LTC had deferred the commencement of the project in order to fully implement the smart card program. Hardware impacts from the vendor, along with the onset of COVID and its completing priorities has further added to the delays.
PD1076	Tvp - North Branch (Omcc)	Service Improvement	Parks,Rec&Neighbourhood Serv	3,303,752	3,303,752	-	Q4 2022	TVP North Branch project funded by OMCC. Work is complete with minor warranty issues to be resolved in 2022.
PD1143	Enhance Highbury Avenue	Service Improvement	Parks,Rec&Neighbourhood Serv	37,500	-	37,500	Q4 2023	Budget will be used for empty areas near Summerside subdivision, will be coordinated with Parks Planning.
PD1382-15	New Neighbourhood Parks	Growth	Parks,Rec&Neighbourhood Serv	260,000	227,077	32,923	Q3 2022	Work is complete. Waiting for subdivision capital claim.
PD138216	New Neighbourhood Parks	Growth	Parks,Rec&Neighbourhood Serv	220,000	80,249	139,751	Q4 2023	Construction started fall 2021 and bulk of construction completed summer 2022. Some additional pathway work in 2023.
PD138218	New Neighbourhood Parks	Growth	Parks,Rec&Neighbourhood Serv	150,000	28,887	121,113	Q3 2023	Richardson N.P. (\$120k) - construction started fall 2021 and will be completed summer 2022. Remaining funds set aside to work with community group/NCFS at Black Acres Park.
PD2043-11	2011 New Major Open Space	Growth	Parks,Rec&Neighbourhood Serv	482,047	437,375	44,672	Q4 2022	Hyde Park Open Space funding for pathway at CP Crossing off Sarnia. Waiting for adjacent site plan developer. \$20k will be put towards structural assessment of existing CP Tunnel.
PD2043-15	New Major Open Space Network	Growth	Parks,Rec&Neighbourhood Serv	700,000	641,049	58,951	Q4 2023	Remaining funds set aside for the Stoney Creek pathway system (connection at Windermere) - under design.
PD204316	New Major Open Space Network	Growth	Parks,Rec&Neighbourhood Serv	1,730,000	804,287	925,713	2025	Funds required for Richmond Street pedestrian crossing construction fees.
PD204317	New Major Open Space Network	Growth	Parks,Rec&Neighbourhood Serv	915,000	502,031	412,969	Q4 2023	TVP Main Branch EA (\$300k) - starting project in 2023 (structural assessment currently underway for Boler Road Bridge). Remaining funds are for Warbler Woods construction claim.
PD2124-12	2012 New Thames Valley Parkway	Growth	Parks,Rec&Neighbourhood Serv	50,000	-	50,000	Q3 2022	Capital Claim for Victoria on River - TVP complete, but claim not submitted yet.
PD2124-13	2013 New Thames Valley Parkway	Growth	Parks,Rec&Neighbourhood Serv	500,000	93,472	406,528	Q4 2024	\$400k for Hamilton Road underpass on south branch (waiting for land acquisition/developer east of Hamilton) - structural assessment of Hamilton Road Bridge underway. Remaining funds for TVP capital claim on North Branch (Edge Valley)
PD2124-15	New Thames Valley Pathway	Growth	Parks,Rec&Neighbourhood Serv	1,175,000	273,564	901,436	2026	\$100k for interim TVP between Highbury and Clarke (land acquisitions), \$210k for TVP Main Branch implementation following EA, \$150k for Hamilton Road Underpass (land acquisitions), \$150k for Riverbend, \$290k for OVHL TVP Construction - design progressing (construct 2022).
PD2125	New Thames Valley Pathway	Growth	Parks,Rec&Neighbourhood Serv	1,500,000	1,500,209	(209)	Q4 2022	TVP North Branch project funded by OMCC. Work is complete with minor warranty issues to be resolved in 2022.
PD2168	Tvp - North Branch	Service Improvement	Parks,Rec&Neighbourhood Serv	1,475,681	1,475,681	-	Q4 2022	TVP North Branch project funded by OMCC. Work is complete with minor warranty issues to be resolved in 2022.

Appendix B - Summary of 2019 Life-To-Date Capital Budgets Having No Future Budget Requests

Project	Project Description	Classification	Service Program	2019 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
PD2181-15	New Sportspark	Growth	Parks,Rec&Neighbourhood Serv	150,000	156,637	(6,637)	Q4 2022	Riverbend Fieldhouse (Realty finalized acquisition in 2021). Facilities awarded contract for fieldhouse upgrade - to occur spring 2022.
PD218116	New Sportspark	Growth	Parks,Rec&Neighbourhood Serv	600,000	600,941	(941)	Q2 2024	Active PO for design of Foxfield Park (\$4.2M infrastructure grant).
PD218117	New Sportspark	Growth	Parks,Rec&Neighbourhood Serv	726,733	604,785	121,948	Q4 2024	Remaining funds to support soccer field at Foxfield.
PD218118	New Sportspark	Growth	Parks,Rec&Neighbourhood Serv	3,411,183	3,168,933	242,250	Q2 2024	Remaining funds for Citywide Sports field upgrades to accommodate sports growth. Waiting for developer east of park.
PD2230-15	New Field Houses	Growth	Parks,Rec&Neighbourhood Serv	58,438	58,438	-	Q4 2022	Fieldhouse upgrades in Riverbend District Park. Construction in progress and to be completed 2022.
PD275519	Woodland Property Acquisition	Service Improvement	Parks,Rec&Neighbourhood Serv	411,541	375,240	36,301	Q4 2023	Land acquisitions at Silverleaf Subdivision (ESA lands). Remaining funds will be used for clean-up, ecological restoration and trail development. Land acquired late fall 2019 - but still waiting for assumption of surrounding open space lands. Hope to complete in 2023 with support from City Ecologists.
PD3019-15	New Urban Parks	Growth	Parks,Rec&Neighbourhood Serv	350,000	123,145	226,855	Q3 2022	Funding for urban park at Victoria on River. Work complete - waiting for capital claim.
PD301917	New Urban Parks	Growth	Parks,Rec&Neighbourhood Serv	160,000	-	160,000	Q3 2022	Funding for urban park at Warbler Woods. Work complete - waiting for capital claim.
PD301918	New Urban Parks	Growth	Parks,Rec&Neighbourhood Serv	600,000	305,280	294,720	Q4 2024	Remaining funds for Hydro Lands/Carfrae Park area as per One River EA projects. Lands acquisition required to progress project (Realty progressing).
TS1031	Long Term Corridor Protection	Growth	Transportation Services	500,000	500,262	(262)	Q4 2023	EA is ongoing. Schedule delay is expected due to HONI's review and approval process.
TS1038	Transportation Development	Growth	Transportation Services	250,000	201,048	48,952	Q4 2022	2019 Development Charges work complete. TS1043 work to be initiated in 2022. Need to keep in open in case funds are needed when doing next DC study
TS1039	Transportation Master Plan	Growth	Transportation Services	100,000	58,081	41,919	Q2 2024	Funding for the Mobility Master Plan
TS1041	Transportation Impact Studies	Growth	Transportation Services	300,000	149,444	150,556	Q4 2023	Various transportation and traffic studies
TS1135	Dundas Flexible Street	Service Improvement	Transportation Services	30,053,669	28,562,116	1,491,553	Q4 2022	Construction is complete and we are dealing with some outstanding deficiencies with the contractor.
TS1218	Blackfriars Bridge Rehabilittn	Life Cycle Renewal	Transportation Services	1,500,000	1,499,708	292	Q3 2022	Under warranty, pending final work.
TS1328	Intersection - Hamilton Rd &	Growth	Transportation Services	1,718,800	1,721,801	(3,001)	Q4 2022	Project is complete but some warranty work may be required, so projects and PO should remain open.
TS1355-2	Wharnccliffe Rd Improvements	Growth	Transportation Services	6,563,750	278,631	6,285,119	Q2 2024	Ongoing design and construction underway. Project coordinated with TS1355-1 and current uncommitted balance should remain.
TS1410	Huron Street Upgrades	Growth	Transportation Services	1,794,400	1,767,698	26,702	Q3 2022	Most of the project is in Warranty until Q3 2022. Construction of Multi-Use pathway connection is still outstanding and should be completed in Q3 2022.
TS1487	Wonderland Rd Two Lane Upgrade	Growth	Transportation Services	10,395,000	9,234,940	1,160,060	Q4 2022	Minor Deficiency outstanding
TS1490	Wilton Grove Road Upgrades	Growth	Transportation Services	12,551,000	12,325,881	225,119	Q4 2022	Minor Deficiency outstanding
TS1496-2	Sunningdale Rd Widening - Ph 2	Growth	Transportation Services	4,294,260	3,912,285	381,975	Q2 2025	Imperial Oil pipeline relocation is a significant schedule and budget risk. Construction not expected before 2024.
TS1523-1	Bradley Ave Extension-Phase 1	Growth	Transportation Services	12,264,375	7,608,293	4,656,082	Q4 2023	Active legal issues ongoing. Current uncommitted balance should remain as legal issues are expected to require additional funds.
TS1621-1	Veterans Memorial Pky -	Growth	Transportation Services	12,376,900	8,789,036	3,587,864	Q4 2022	Project is in warranty period until Q4 2022
TS1633	Advanced Land Acquisition	Growth	Transportation Services	1,640,000	56,090	1,583,910	Beyond	Funds to be kept available to future land acquisition along VMP for future interchanges
TS1652	Minor Rd Works-Misc Works	Growth	Transportation Services	89,100	8,904	80,196	Q4 2023	Program for developer driven claims
TS1653	Minor Rd Works - Sidewalks	Growth	Transportation Services	925,847	464,628	461,219	Q4 2022	Activities continuing into 2022

Appendix B - Summary of 2019 Life-To-Date Capital Budgets Having No Future Budget Requests

Project	Project Description	Classification	Service Program	2019 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
TS1654	Minor Rd Works - Streetlights	Growth	Transportation Services	1,767,171	1,091,262	675,909	Q4 2023	Various project over MYB period from 2021 to 2023 - funding will be utilized.
TS1655	Minor Rd Works-New Traffic	Growth	Transportation Services	1,546,880	500,698	1,046,182	Q4 2023	Various project over MYB period from 2021 to 2023 - funding will be utilized.
TS1656	Minor Rd Works-Roundabouts	Growth	Transportation Services	450,000	416,831	33,169	Q4 2022	Warranty extends into late 2022
TS173917	Blk Cycling Facilities	Growth	Transportation Services	790,170	757,008	33,162	Q4 2023	Remaining funds will be used for next cycling tender (Colborne pavement marking exercise this fall)
TS173918	Cycling Facilities	Growth	Transportation Services	642,800	508,723	134,077	Q4 2023	These funds will be used to partially pay for Bradley Ave Cycle Lanes due to be tendered in late 2022 or early 2023.
TS1766	Bradley Avenue Extension	Life Cycle Renewal	Transportation Services	500,000	518,317	(18,317)	Q4 2023	Active legal issues ongoing. Maintain POs.
TS4078	Traffic Management Centre Ph 1	Growth	Transportation Services	830,000	618,625	211,375	Q4 2022	Additional components scheduled for 2022.
TS4165	Urban Intersections	Growth	Transportation Services	1,616,000	1,578,804	37,196	Q4 2023	Additional construction scheduled for 2022.
TS5910	Uwrf Transition To Csr- Roads	Growth	Transportation Services	1,668,000	1,700,054	(32,054)	Q4 2023	Account used to address Transportation UWRF claims that have been transferred to CSRF with the retirement of the UWRF. Timing of these projects are at the discretion of the developers, however it is anticipated that the remaining projects will be completed by Q4 2023.
ES3087	Huron Industrial Park Service	Service Improvement	Environmental Services	1,122,673	1,030,064	92,609	Q3 2023	Awaiting completion of SWMF design. Then undertake detailed design and tendering for internal servicing of blocks
ES5910	Uwrf Transition To Csr-Sewer	Growth	Environmental Services	1,919,000	203,273	1,715,727	Q4 2023	Account used to address Wastewater UWRF claims that have been transferred to CSRF with the retirement of the UWRF. Timing of these projects are at the discretion of the developers, however it is anticipated that the remaining project will be completed by Q4 2023.
ES6610	Uwrf Transition To Csr-Swm	Growth	Environmental Services	7,514,300	5,037,046	2,477,254	Q4 2023	Account used to address Stormwater UWRF claims and deficiencies at assumed stormwater management ponds (UWRF facilities). Timing of some of these projects are at the discretion of the developers, however it is anticipated that remaining projects will be completed by Q4 2023.
GG1034	Development Charges Consulting	Growth	Financial Management	850,000	673,864	176,136	Q4 2024	Funding for DC process consultant for area rating and other "clean-up" matters.
GG1730HB	Retention Of Heritage Bldgs	Service Improvement	Economic Prosperity	500,000	484,111	15,889	Beyond	Special project set up for the retention of the Old Victoria Hospital Lands located at 370 South St; funds are to be used for maintaining building and site until it is sold
GG1781	Replacement of 6 Rooftop Hvac	Life Cycle Renewal	Economic Prosperity	279,600	-	279,600	Q3 2023	Two make up air handler units to be replaced.
ID1110	Trafalgar Industrial Park	Service Improvement	Economic Prosperity	4,062,233	3,847,656	214,577	Q4 2023	Park is fully assumed for operational costs. Some lots remain to be sold so the possibility of future capital expenses remains until all lots are sold.
ID1150FCS	Forest City South Industrial	Service Improvement	Economic Prosperity	250,000	230,584	19,416	Q4 2022	External works capital project on Wilton Grove Road is ongoing in 2022. Awaiting contractor to complete deficiencies. Review status at end 2022.

Appendix B - Summary of 2019 Life-To-Date Capital Budgets Having No Future Budget Requests

Project	Project Description	Classification	Service Program	2019 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
ID1167	Forest City Ind Park	Service Improvement	Economic Prosperity	4,202,798	3,468,517	734,281	Q2 2024	Park is fully assumed for operational costs. Some lots remain to be sold so the possibility of future capital expenses remains until all lots are sold.
ID1170	Huron Industrial Park	Service Improvement	Economic Prosperity	6,012,553	5,783,533	229,020	Q4 2023	Ongoing ILDS. Review status in 2023. Projects come about based on need and development of parcels.
ID2095HURC1	Huron Industrial Park Area C1	Growth	Environmental Services	20,000	6,941	13,059	Q4 2023	Construction administration for Huron Industrial Lands SWMF.
ID2095HURC2	Huron Industrial Park Area C2	Growth	Environmental Services	20,000	6,942	13,058	Q4 2023	Construction administration for Huron Industrial Lands SWMF.
ID2095HURC3	Huron Industrial Park Area C3	Growth	Environmental Services	15,000	3,002	11,998	Q4 2023	Construction administration for Huron Industrial Lands SWMF.
ID2095HURC4	Huron Industrial Park Area C4	Growth	Environmental Services	45,000	24,948	20,052	Q4 2023	Construction administration for Huron Industrial Lands SWMF.
ID2095OXF	Oxford Business Park	Growth	Environmental Services	325,872	193,289	132,583	Q1 2023	Awaiting potential claim related to onsite treatment device as part of development. Review status in Q1 2023
PD1015	South Street Campus Redev	Service Improvement	Planning&Development Services	155,000	144,229	10,771	Q2 2024	Funding for the on-going redevelopment and rehabilitation of the South St Hospital lands. Currently in discussions with Phase 2 proponent.
PD1102	Review Of Environmental Management Guidelines	Service Improvement	Planning&Development Services	50,000	-	50,000	Q4 2023	To be used for EMG (Environmental Management Guidelines) Update.
PD1145	Placemaking Design Guidelines	Service Improvement	Planning&Development Services	100,000	76,612	23,388	Q4 2023	Funding for consulting support for Urban Design Guidelines.
PD1213	Archaeological Master Plan	Life Cycle Renewal	Planning&Development Services	75,000	70,941	4,059	Q4 2023	Implementation guide stalled during pandemic, remaining monies held to assist with implementation.
PD1215	Back To The River	Service Improvement	Parks,Rec&Neighbourhood Serv	950,000	844,668	105,332	Q4 2023	Surplus fees from B2R EA. Funds will be used to support Harris Park Master Plan/shoreline improvements. SWM/PP&D Division issued joint RFP June 2022 for shoreline work.
PD1217	Dundas Place Field House	Service Improvement	Parks,Rec&Neighbourhood Serv	385,670	400,935	(15,265)	Q4 2022	Additional capital expenses for security that had to be undertaken that was not in the original tender.
PD2082	Meadowlily Area Planning Study	Growth	Planning&Development Services	520,000	520,000	-	Q2 2023	Sanitary Servicing EA to provide servicing solution for Meadowlily area.
PD2152	Planning Comprehensive Zoning	Growth	Planning&Development Services	1,000,000	918,333	81,667	Q4 2024	Project to complete new Zoning by-law for City of London to implement The London Plan.
PD2154	Heritage Conservation	Life Cycle Renewal	Culture Services	872,361	642,208	230,153	Beyond	Contract for condition Survey Reports and Maintenance Plan for various City-Owned Heritage Properties.
PD2162	New Urban Civic Spaces	Growth	Planning&Development Services	2,106,436	140,658	1,965,778	2025	Schedule delayed to better align with adjacent development.
PD223016	New Field Houses	Growth	Parks,Rec&Neighbourhood Serv	600,000	600,000	-	Q3 2022	Fieldhouse at Kilally Sport Field project - work completed. Warranty period and holdback to be release to be complete before closing project.
PD225317	New Environmentally	Growth	Planning&Development Services	80,000	-	80,000	Q4 2024	Future capital claim associated with Warbler Woods ESA and City led trail development in Warbler Woods ESA following land acquisition.
PD2400	Park Farm Trust Fund	Life Cycle Renewal	Planning&Development Services	91,287	80,386	10,901	Beyond	On-going account to support heritage stewardship.
PD3023	5-Year Official Plan Review &	Life Cycle Renewal	Planning&Development Services	650,000	511,085	138,915	Q4 2024	Section 26 of the Planning Act requires that municipalities must determine the need for a revision of their Official Plan every 5 years. London's next review is prior to 2023. Following the Official Plan Review, amendment to the City's Zoning By-law may be required.
RC3466	Southeast Branch Library	Growth	Culture Services	5,118,000	-	5,118,000	2026	A new library to replace the current Pond Mills branch. This project has been delayed in hopes of partnering with the City of London and working within their timelines.
RC3467	Lsa 13 - Southeast Collections	Growth	Culture Services	250,000	-	250,000	2026	Additional collections required for a new location built in Southeast London.
TS2170	Bradley From Old Victoria	Growth	Transportation Services	2,350,000	805,058	1,544,942	2025	Possible work to cover Development Charges roadworks associated with a future Innovation Park Phase 5 on Bradley Ave.
TS4209	Improved Parking Technology	Service Improvement	Transportation Services	300,000	307,874	(7,874)	Q4 2023	Pending Coordination of ITS Resources and Possible Resubmission through Technology Investment Strategy.
TS4213	Puc Parking Lot 12	Life Cycle Renewal	Transportation Services	400,000	252,642	147,358	Q4 2022	Construction to Begin in Q3 of 2022

Appendix B - Summary of 2019 Life-To-Date Capital Budgets Having No Future Budget Requests

Project	Project Description	Classification	Service Program	2019 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
ES2436	Weeping Tile Disconnection	Service Improvement	Environmental Services	1,151,936	19,015	1,132,921	Q4 2023	Targeted Weeping Tile Disconnection Program is underway. This funding will be used to subsidize work to disconnect weeping tiles from the sanitary sewer system. Keep this \$1.1M to hire a consultant to put together a master WT disconnection servicing plan. RFP draft in-progress.
ES244219	Extension Of Sanitary Services	Service Improvement	Environmental Services	800,000	48,881	751,119	Q4 2024	This account is required to partially source the construction of Blakie Road (Local Improvement Project), which is now expected to be tendered in the spring of 2023. It is expected that the project be completed and the warranty period be completed by Q4 2024.
ES246416	Blk Combined Sewer Separation	Service Improvement	Environmental Services	5,792,930	5,792,930	-	Q4 2022	Minor deficiency work and warranty period. Expected to be completed by December 2022.
ES2476	Elliot-Laidlaw Remediation	Life Cycle Renewal	Environmental Services	200,000	-	200,000	Q2 2024	Project needs to be assessed with Dingman Creek Stage 2 Lands EA that is currently underway and scheduled for completion in Q2 2024.
ES2494	SS15A Lambeth Growth Area	Growth	Environmental Services	5,000,000	1,816,976	3,183,024	Q2 2024	Phase 1 of this trunk sanitary sewer was constructed. Phase 2 is dependent on the developer's timing, however in the last 6 months they have expressed interest in getting this built in the near future. The variance in this project account is intended to fund Phase 2.
ES2681	Mud Creek East Br Stormwater	Growth	Environmental Services	9,259,800	9,301,918	(42,118)	Q4 2023	Current construction to be complete in 2022 with a subsequent warranty period. Variance will not be negative once some of the PO's are closed.
ES2685	Greenway Pcp Treatment	Growth	Environmental Services	44,955,855	44,743,714	212,141	Q4 2022	Final payment expected July 2022. Project to close after that is paid. Reason for favourable variance: Value of contract ended up being less than budget available, and WWTO was also able to save some contingency.
ES3020-HP6	SWM Facility - Hyde Park No 6	Growth	Environmental Services	2,416,700	1,256,700	1,160,000	Q4 2024	ES3030-HP6 and ES3020-HP5 will be used for the Hyde Park EA Addendum design/construction works. The design assignment was issued in two RFPs, Assignment 'A' and Assignment 'B'. Stantec was awarded Assignment 'A' and Matrix Solutions was awarded Assignment 'B'. Both projects are expected to be constructed in 2023 with end of warranty in Q4 2024.
ES3020-PD2	SWM Facility- Pincombe Drain 2	Growth	Environmental Services	2,456,700	-	2,456,700	Q2 2023	Money to be retained for anticipated construction claims by the Developer. Timing for claim submission is dependent on the owner's timing. The actual final costs are unknown at this time. Partial or all of the funds will be used. The initial estimate from the Subdivision Agreement is \$1,520,424.
ES3020-RVBTC	SWM Facility - River Bend	Growth	Environmental Services	13,906,700	10,291,936	3,614,764	Q2 2023	This Growth DC account must be retained to allow for decommissioning of interim SWM facility associated with Riverbend Tributary C. The subdivision will reach the 70% buildout in the fall of 2022. The temporary SWM Facility will be decommissioned over the next several months and will be completed by Q2 2023. It is anticipated that the entire amount will be required.
ES3021	Land (Expropriation)	Growth	Environmental Services	900,000	577,868	322,132	Q4 2023	2014-2019 DC Land Acquisition Account. Uncommitted funds to be used for upcoming SWM GMIS Land needs in the Hyde Park Area.
ES3045	Horton Sanitary Sewer Upgrades	Life Cycle Renewal	Environmental Services	480,000	221,332	258,668	Q2 2024	Further evaluation is required to determine if works can be included in the Horton/Wharnccliffe Road Intersection Improvements project.
ES3068	Springbank Dam Replace Gates	Service Improvement	Environmental Services	10,645,358	7,527,414	3,117,944	Q4 2022	Design of decommissioning of Springbank Dam is underway. Projected completion date updated to reflect expected construction timing due to permitting and environmental mitigation.
ES3099	Pottersburg-Vauxhall Wwtp	Life Cycle Renewal	Environmental Services	3,976,996	1,187,324	2,789,672	2025	Multiple contracts under this project. Design work ongoing for next phase. Construction is expected to commence 2023.
ES3203	Hyde Park-Stanton Drain	Growth	Environmental Services	287,500	-	287,500	Q4 2023	This project was initiated in Q3 2021 to meet the ultimate drainage configuration of the Hyde Park Addendum EA completed in 2020 and following execution of land negotiations.

Appendix B - Summary of 2019 Life-To-Date Capital Budgets Having No Future Budget Requests

Project	Project Description	Classification	Service Program	2019 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
ES3212	Stormwater Dingman Creek	Growth	Environmental Services	500,000	-	500,000	Q4 2023	The Dingman EA for Stage 2 Lands commenced in Q2 2021 with a 2 year study period.
ES5133	Pottersburg/Vauxhall Transfer	Growth	Environmental Services	5,000,000	488,757	4,511,243	2025	Construction tender expected Q2 2023. Construction complete Q4 2024, warranty to Q4 2025. Detailed design is still underway. Entire variances still anticipated to be used.
ES5145	Sanitary Sewer Internal	Growth	Environmental Services	446,625	160,810	285,815	Beyond	Account funds are used to pay developer claims all through the years related to sanitary sewer oversizing . There's no end date to the project account. Claims can be made any time by the developer. Account needs to remain open since there are 5 files with open claims that are developer led works (Summerside Phase 13B, West Five - 1080 Westdel Bourne, West Five Phase 3 Summerside and Richardson PH 1A)
ES5253	Rb1B Riverbend Growth Area	Growth	Environmental Services	1,267,966	1,120,578	147,388	2025	This project is needed to pay for a future extension of R1B1 to the south side of Oxford St. as part of a 2024 roundabout project.
ES5264	Wonderland Pumping Station	Growth	Environmental Services	5,000,000	5,000,000	-	Q2 2024	Construction of Dingman Creek PS underway. Completion expected Q2 2023, warranty to Q2 2024.
ES5402	Biosolids Master Plan	Growth	Environmental Services	400,000	401,411	(1,411)	Q4 2022	Evaluation of alternatives for handling biosolids generated at City Wastewater Treatment Plants. Study completion expected Q4 2022.
ES5425	Interim Works As Identified In	Growth	Environmental Services	1,200,000	641,590	558,410	Q2 2023	This Growth DC account must be retained to allow for decommissioning of interim SWM facility associated with Riverbend Tributary C. This is all development/market driven. The subdivision will reach the 70% buildout in the fall of 2022. The temporary SWM Facility will be decommissioned over the next several months and will be completed by Q2 2023.
ES5427	Pre-Assumption Monitoring	Growth	Environmental Services	1,000,000	678,112	321,888	Q2 2024	Future projects needs are anticipated to be required by updated Ministry monitoring requirements anticipated to be released in 2022.
ES5428	Infill & Intensification Nodes	Growth	Environmental Services	2,756,580	2,550,725	205,855	Q4 2022	Development Charges Project. Funding used on storm sewers for York Street Phase 2. Deficiency work and warranty still outstanding.
ES5429	Storm Sewer Internal	Growth	Environmental Services	5,920,674	4,773,771	1,146,903	2026	Annual DC program for Developer Claims on Oversized Storm Sewer construction.
ES5520	Community Growth Trunk Storm	Growth	Environmental Services	3,030,480	267,894	2,762,586	2026	Annual DC program for Developer Claims on Trunk Storm Sewer construction.
ES6066	Dingman Pumping Station Header	Life Cycle Renewal	Environmental Services	500,000	431,558	68,442	Q4 2023	This project will be to study, design and modify the header pipe used to convey sewage to and from the Dingman Pumping Station to the Dingman Storage Facility and force main. Construction in progress. Budget available for additional services if required.
ES6074	Pottersburg Wwtp Cso And Inlet	Life Cycle Renewal	Environmental Services	1,821,504	1,714,272	107,232	Q4 2023	Pumping Station design project postponed slightly. This project remains available for support as required.
ESSWM-DCNLP9	SWM Facility Dingman Creek	Growth	Environmental Services	7,226,927	5,036,820	2,190,107	Q4 2022	Project under budget due to favorable tender results; remaining budget required for land acquisition of SWM pond. This SWM Pond falls under the legacy program where land costs are not paid until 25% of the catchment are building permits have been issued and paid.
ESSWM-FH1	SWM Facility-Fox Hollow	Growth	Environmental Services	3,700,000	3,444,107	255,893	Q3 2022	Funds cannot be released as additional remediation work along with additional Consultant inspections required.
ESSWM-HP5	SWM Facility - Hyde Park No 5	Growth	Environmental Services	6,517,700	676,246	5,841,454	Q4 2024	ES3030-HP6 and ES3020-HP5 will be used for the Hyde Park EA Addendum design/construction works. The design assignment was issued in two RFPs, Assignment 'A' and Assignment 'B'. Stantec was awarded Assignment 'A' and Matrix Solutions was awarded Assignment 'B'. Both projects are expected to be constructed in 2023 with end of warranty in Q4 2024.
ESSWM-LPH	SWM Facility-London	Growth	Environmental Services	3,954,100	568,204	3,385,896	Q4 2024	Project to undertake the design and construction of the proposed SWM servicing works.

Appendix B - Summary of 2019 Life-To-Date Capital Budgets Having No Future Budget Requests

Project	Project Description	Classification	Service Program	2019 LTD Budget	Committed	Uncommitted	Expected Completion Date	Explanation
ESSWM-MM2	SWM Facility-Murray Marr No. 2	Growth	Environmental Services	4,400,000	-	4,400,000	Q4 2023	Facility need to be assessed during Dingman Creek Stage 2 EA. The Stage 2 EA is anticipated to be completed in Q4 2022.
ESSWM-OV1	SWM Facility-Old Victoria	Growth	Environmental Services	3,085,061	2,614,361	470,700	Q4 2022	Project is completed with one outstanding claim that Development Finance are working with the owner to clear it out in the next monitoring report.
ESSWM-PD3	SWM Facility-Pincombe Drain	Growth	Environmental Services	3,502,200	2,991,007	511,193	Q4 2022	Ongoing inspection and Contract Administration required until the end of the warranty period.
ESSWM-PDR	SWM Facility-Pincombe Drain	Growth	Environmental Services	4,300,000	-	4,300,000	Q4 2025	Schedule delay, just in time process and development application to dictate the timing of the project.
ESSWM-SC2	SWM Facility-Stoney Creek No 2	Growth	Environmental Services	1,599,000	957,889	641,111	Q4 2022	Additional inspection services, close out documents and warranty work to be completed. The land acquisition budget amount is to remain. Payment to the Developer for the SWM block will not be processed/paid until 25% of the building permits in the subdivision have been issued.
EW3527	Asset Maintenance Management	Service Improvement	Environmental Services	1,700,000	1,389,995	310,005	Q4 2022	Go live occurred with partial CMMS use. Recent update to newer version discovered a few requirements for enhancements. Working with CMMS and IT on these.
EW3535	Infrastructure Renewal Program	Life Cycle Renewal	Environmental Services	509,000	489,952	19,048	Q4 2023	Project is for acceleration of an existing City of London program to reconstruct key water, wastewater and stormwater infrastructure that has reached the end of its useful life. Minor deficiency work and warranty period.
EW3541	Emps - Scada Upgrade	Life Cycle Renewal	Environmental Services	900,000	161,884	738,116	Q4 2022	SCADA equipment replacement and software upgrades have been delayed by Covid-19. Work scheduled with OCWA in conjunction with partnering municipalities' needs and Regional Water Supply.
EW3547	Trunk Watermain Cathodic	Life Cycle Renewal	Environmental Services	295,000	334,621	(39,621)	Q4 2022	Curb and gutter, and sidewalk deficiencies.
EW3614	Se Pumping Station-Reservoir	Growth	Environmental Services	55,728,118	55,506,073	222,045	Q3 2023	Initial delays due to Covid-19. Construction and contract administration were awarded in Q1 2022. Construction to be completed by Q3 2022 and then warranty period begins. The remaining funding to be used for Inlet Valve component at SERPS.
EW3619	White Oak Pumping Station	Service Improvement	Environmental Services	700,000	98,117	601,883	Q4 2022	Consultant hired for design of new bulk water filling station. In for Site plan approval.
EW3628	Expansion Of Southeast	Growth	Environmental Services	2,700,000	2,339,088	360,912	Q4 2022	Construction work to date is complete. May be some additional work remaining depending on outcome of the South and West Servicing Study.
EW3652-2	Wickerson High Level Watermain	Growth	Environmental Services	1,361,030	374,962	986,068	2025	Remaining portion of project is coordinated with Transportation project to make improvements to Wickerson Road from Southdale Road. Construction of this Transportation project has been delayed.
EW3709	Green Valley Rd Watermain -	Growth	Environmental Services	151,000	109,696	41,304	Q4 2022	Project completed in 2021 - under warranty. Work done in conjunction with Wilton Grove Road Replacement.
EW377218	Water Efficiency Program	Growth	Environmental Services	330,570	318,655	11,915	Q4 2022	Remaining funds to be utilized in the coming years as high cost project are being designed. (e.g. Capital intensive retrofits of drinking fountains and City facilities). Projects are in development and some work has been scheduled. This work has been delayed by COVID-19.

Appendix C – Completed Capital Projects (as of June 30, 2022)

Table 1 - Tax Supported Budget Completed Capital Projects

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Tax Supported Capital Levy	Tax Supported Debt	Tax Supported Reserve Fund	Non-Tax Supported Reserve Fund	Non-Tax Supported Debt	Non-Tax Supported Other
EP176520 RBC Place London Repairs	Life Cycle Renewal	466,114	466,114	0							
GG155516 City Hall Major Upgrades	Life Cycle Renewal	953,671	953,671	0							
GG1730ART Salvage Heritage Artifacts	Service Improvement	200,000	168,906	31,094				31,094			
IT301020C Cognos Modernization	Life Cycle Renewal	521,015	521,015	0							
IT301021A Business Intelligence Training	Life Cycle Renewal	71,024	71,024	0							
PD1070 Victoria Park Upgrades	Life Cycle Renewal	652,640	652,640	0							
PD1146 Development Management Tracking System Upgrade	Life Cycle Renewal	180,000	88,887	91,113	After receiving the approval for the Business case #11(a), Development Management Tracking system Upgrades project is funded from PD1106 Digital Planning Application Software.			91,113			
PD206317 Maintain Open Space	Life Cycle Renewal	268,815	268,815	0							
PD206319 Maintain Open Space	Life Cycle Renewal	505,062	505,062	0							
PK103319B Hunts Lands - Auburn - New District Parks	Growth	138,559	138,559	0							
PK1100 Hyde Park Memorial Plaza	Service Improvement	150,000	151,278	-1,278				-1,278			
PP117617 Fire Station LCR	Life Cycle Renewal	666,431	666,431	0							
PP117618 Fire Station LCR	Life Cycle Renewal	357,735	357,735	0							
PP117619 Fire Station LCR	Life Cycle Renewal	253,090	253,090	0							
RC220119 Recreation Facilities	Life Cycle Renewal	899,145	899,145	0							
RC2428 Enhanced CGAC Aquatic Funds	Life Cycle Renewal	47,111	45,791	1,320		1,320					
RC274918 Park Facilities Major Upgrades	Life Cycle Renewal	317,100	317,100	0							
RC3341 Integrated Library System	Life Cycle Renewal	2,644,967	2,644,967	0							
RC3540 Library Facility Renewal Plan	Life Cycle Renewal	3,378,049	3,378,049	0							
SH1104 Winter Response	Service Improvement	973,329	973,009	320							320
TS116518 Warranted Sidewalks	Life Cycle Renewal	104,542	104,542	0							
TS1430-1 RT 1: Wellington Gateway PTIF	Growth	5,573,859	5,427,015	146,844	PTIF program ended, funding not accessible but work continues, funded by ICIP-PTIS program.						146,844
TS1430-2 RT 2: North Connection PTIF	Growth	4,625,099	4,613,970	11,129							11,129
TS1430-3 RT 3: East London Link PTIF	Growth	4,203,601	4,195,128	8,473		-1,157			-15,375		25,005
TS1430-6 RT 6: West Connection PTIF	Growth	1,518,401	1,516,474	1,927		-2,959			-27,240		32,126
TS1430-7 RT 7: Downtown Loop PTIF	Growth	2,503,314	2,364,185	139,129	PTIF program ended, funding not accessible but work continues, funded by ICIP-PTIS program.						139,129
TS405820 Traffic Calming Program	Life Cycle Renewal	74,375	74,375	0							
TS5036 Downtown Transportation	Service Improvement	150,000	80,905	69,095	Variance due to reduced business engagement due to the Covid-19 Pandemic.						69,095
TS5037 Bike Parking Infrastructure	Service Improvement	50,000	39,221	10,779							10,779
Total		32,447,048	31,937,103	509,945		-2,796	0	120,929	-42,615	0	434,427

Appendix C – Completed Capital Projects (as of June 30, 2022)

Table 2 - Wastewater and Treatment Budget Completed Capital Projects

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
ES209221 Basement Flooding Grant Program	Service Improvement	512,000	512,000	0							
ES2334 Sewer Separation & Infrastructure	Life Cycle Renewal	2,689,769	2,512,516	177,253	Favourable variance due to full contingency not being required.			44,313			132,940
ES246418 Combined Sewer Separation	Service Improvement	3,809,527	3,809,527	0							
ES3042 Flood Protection Measures at Vauxhall PCP	Service Improvement	4,883,000	4,883,000	0							
ES508419 Replacement Equipment Wastewater Treatment Plants	Life Cycle Renewal	1,136,699	1,136,699	0							
ES508421 WWTP Optimization & Renewal	Life Cycle Renewal	1,867,560	1,867,534	26				26			
ES515020 Pumping Station Optimization & Renewal	Life Cycle Renewal	355,357	355,357	0							
Total		15,253,912	15,076,633	177,279		0	0	44,339	0	0	132,940

Appendix C – Completed Capital Projects (as of June 30, 2022)

Table 3 - Water Budget Completed Capital Projects

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
EW3553 Arva Huron Watermain Environmental Assessment	Life Cycle Renewal	600,000	386,164	213,836	Surplus due to competitive pricing from the successful consultant.			213,836			
EW356320 Watermain Rehabilitation and Relining	Life Cycle Renewal	5,096,579	5,096,579	0							
EW384221 Lead and Copper Water Services Replacement	Life Cycle Renewal	1,536,000	447,544	1,088,456	Some costs funded from other accounts; remaining funds not required.			1,088,456			
Total		7,232,579	5,930,287	1,302,292		0	0	1,302,292	0	0	0

Appendix D - 2022 Mid-Year Capital Housekeeping Budget Adjustments

Table 1 - Wastewater and Treatment Housekeeping Budget Adjustments

Project	Classification	Approved Budget	Amount Released	Released Budget Explanation	Rate Supported Capital Levy	Rate Supported Debt	Rate Supported Reserve Fund	Non-Rate Supported Reserve Fund	Non-Rate Supported Debt	Non-Rate Supported Other
ESSWM-DCNLP9 SWM Facility Dingman Creek North Lambeth	Growth	7,226,927	750,000	Project under budget due to favorable tender results; remaining budget required for land acquisition of SWM pond. This SWM Pond falls under the legacy program where land costs are not paid until 25% of the catchment area building permits have been issued and paid.	0	0	0	311,069	438,931	0
ES320919 Stormwater Unidentified EA Addendums	Growth	488,709	244,355	Anticipated projects have been delayed due timing of development and are expected to be funded using future annual budgets.	0	0	0	244,355	0	0
ES542519 Interim Works As Identified In EAs	Growth	814,515	814,515	Anticipated projects have been delayed due timing of development and are expected to be funded using future annual budgets.	0	0	0	814,515	0	0
ES543819 Low Impact Development	Growth	11,629,439	9,000,000	After thorough review of annual programs, Development Finance were able to rationalize a release of funding based on current spending and future anticipated obligations.	0	0	0	9,000,000	0	0
ES542919 Storm Sewer Internal Oversizing Subsidy	Growth	10,509,222	5,000,000	After thorough review of annual programs, Development Finance were able to rationalize a release of funding based on current spending and future anticipated obligations.	0	0	0	5,000,000	0	0
Total		30,668,812	15,808,870		0	0	0	15,369,939	438,931	0

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Michael Schulthess, City Clerk
Subject: Amendment – Terms of Reference,
Committee of Management for the Dearness Home
Date: September 20, 2022

Recommendation

That, on the recommendation of the City Clerk, the attached proposed by-law (Appendix “A”) being “A By-law to amend By-law A.-6582-255 being a by-law to establish a Committee of Management for the Dearness Home and to update the Terms of Reference”, BE INTRODUCED at the Municipal Council Meeting to be held on September 27, 2022.

Previous Reports Pertinent to this Matter

None.

Background

1.0 Fixing Long-Term Care Act, 2021

The *Long-Term Care Homes Act, 2007* was repealed and replaced by the *Fixing Long-Term Care Act, 2021* [“Act”], effective April 11, 2022. The Act continues the requirement that each municipality establish and maintain a long-term care home with oversight by a mandated committee of management appointed by the Municipal Council. The Corporation of the City of London maintains such a long-term care home, Dearness Home, with a committee of management duly appointed under the predecessor statute and continued pursuant to the new Act and Regulation 246/22 [“Regulation”]. The municipality must appoint a committee of management, pursuant to section 135 of the Act, and members of the committee are to be appointed from among members of Council.

The existing Terms of Reference for the committee set out the composition, term of office, appointment and vacancy policies, and general meeting procedures. To reflect the changes brought in by the Act, the Terms of Reference for the committee of management have been revised, as contained in Schedule 1 of the attached By-law in Appendix “A”.

2.0 Notable Amendments to Terms of Reference

2.1 Appointments to the Committee

In the proposed Terms of Reference, the number of members remains the same, at five (5) appointed members of Council. Similarly, the term of appointment stays the same, but wording has been clarified to align with the start of term as set out in the *Municipal Elections Act, 1996*.

Amendments have also been made to clarify situations where a member of Council’s seat becomes vacant under the *Municipal Act, 2001* or where a member is unable to act for a period exceeding three months.

2.2 Screening Requirements

A notable revision to the Terms of Reference for the Committee of Management is the addition of screening requirements.

Where a long-term care home licensee is a corporation, such as is the case for the City of London, Section 75 of the Act requires that every member of the committee of management comply with all requirements of the Act.

A police record check is now required pursuant to s.81(5) of the Act, and criminal convictions or findings of professional misconduct as prescribed by ss.255-256 of the Regulation bar persons from being a member of the committee of management. This legislated change is reflected in the proposed amendment to the Terms of Reference.

A requirement to submit a declaration has been included in the proposed Terms of Reference. In summary, this declaration relates to criminal charges, judicial orders, convictions and acts of professional misconduct, as set out in the draft Declaration appended to the Terms of Reference below.

Conclusion

The City Clerk recommends that the attached proposed by-law be introduced at the Municipal Council meeting to be held on September 27, 2022 in order to bring the Terms of Reference for the Dearness Home Committee of Management into alignment with the requirements of the *Fixing Long-Term Care Act, 2021*.

Prepared and Recommended by: Michael Schulthess, City Clerk

CC: Dearness Home Committee of Management
L. Livingstone, City Manager
K. Dickins, Deputy City Manager, Social and Health Development
L. Hancock, Director, Long Term Care
L. Marshall, Solicitor

APPENDIX “A”

Bill No.
2022

By-law No.

A By-law to amend By-law A.-6582-255 being a by-law to establish a Committee of Management for the Dearness Home and to update the Terms of Reference

WHEREAS the *Long-Term Care Homes Act, 2007* has been repealed and replaced by the *Fixing Long-Term Care Act, 2021* (“*Fixing Long-term Care Act*”);

AND WHEREAS the *Fixing Long-term Care Act* requires a municipality to establish and maintain a long-term care home;

AND WHEREAS The Corporation of the City of London has established and maintains a long-term care home known as the Dearness Home;

AND WHEREAS section 135 of the *Fixing Long-term Care Act* requires the council to appoint from among the members of the council a committee of management for the long-term care home;

AND WHEREAS subsection 330(2) of Regulation 246/22 made under the *Fixing Long-term Care Act* (“O.Reg. 246/22”) states that a committee of management that existed under section 132 of the former Act continues as a committee of management under section 135 of the *Fixing Long-term Care Act*;

AND WHEREAS section 75 of the *Fixing Long-term Care Act* sets out the duties of the committee of management;

AND WHEREAS section 81 of the *Fixing Long-term Care Act* provides that the City, as licensee, shall not permit any person who has been convicted of an offence or found guilty of an act as set out in the legislation to be a member of the committee of management;

AND WHEREAS council wishes to update the committee of management’s Terms of Reference to align with the *Fixing Long-term Care Act*;

AND 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;

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

1. By-law A.-6582-255 is amended by renaming it as follows: “A by-law to establish a Committee of Management for the Dearness Home in accordance with the *Fixing Long-term Care Act, 2021*”.
2. By-law A.-6582-255 is amended by repealing the Schedule 1 Terms of Reference, and replacing them with the attached revised Schedule 1 Terms of Reference.

3. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on _____, 2022.

Ed Holder
Mayor

Michael Schulthess
City Clerk

First Reading -
Second Reading –
Third Reading –

SCHEDULE 1
TO BY-LAW NO. A.-6582-255

TERMS OF REFERENCE
(2022 -)

COMMITTEE OF MANAGEMENT FOR THE DEARNESS HOME

COMPOSITION

The Committee of Management will be composed of five (5) appointed members of Municipal Council.

TERM OF OFFICE

The term of office of a Council member who becomes a member of the Committee of Management is four years, beginning on November 15 in the year of a regular Municipal Council election.

APPOINTMENT POLICIES

The City Clerk, or written designate, shall convene a meeting of the Strategic Priorities and Policy Committee, as soon as possible after the Inaugural Council meeting, with respect to the appointment of Council Members to the Committee of Management. In advance of the above-noted Strategic Priorities and Policy Committee meeting, the City Clerk, or written designate, shall provide incoming Council Members with a communication briefly describing the mandate of the Committee of Management to which Council Members are to be appointed, and shall provide a document on which each Council Member is to indicate their committee, board and commission preferences. The latter document shall be returned to the City Clerk, or written designate, by a specified date, in order to form part of the agenda for the Strategic Priorities and Policy Committee meeting. Appointments to the Committee of Management shall be in keeping with the process approved by the Municipal Council.

Screening Measures – Criminal Record Check, Professional Misconduct, Declaration Required

No person who has been convicted of certain offences or found guilty of an act of professional misconduct as set out in the *Fixing Long-Term Care Act* may be a member of the Committee of Management (see Appendix “A”, attached to this Schedule).

Before any person is permitted to be a member of the Committee of Management, they must satisfy screening measures as required by section 256 of the *Fixing Long-Term Care Act*, and must provide the City Clerk, or written designate, with a criminal record check in accordance with the Act, as well as a signed declaration disclosing the prescribed offences or professional misconduct set out in the Act or Regulation (for instance, see s. 255 of O.Reg. 246/22).

VACANCIES

Where a member resigns from the Committee or their council seat becomes vacant under the *Municipal Act, 2001* or they fail the screening measures under the *Fixing Long-Term Care Act*, their seat shall be considered to be vacant.

The City Clerk, or written designate, shall canvass the Council Members to determine which Council Members would be interested in filling the vacancy. The names of the Council Members who have expressed an interest in filling the vacancy shall be placed on an agenda of the Committee of the Whole, at the earliest opportunity, for a nomination to be brought forward to Municipal Council for consideration.

Where a member is unable to act for a period exceeding three months, the Council may appoint one of its members as an alternate member to act in place of the member until the member is able to resume acting as a member.

MEETINGS

The Committee of Management will meet a minimum of four times a year.

The first meeting will be called by the City Clerk, or written designate. Subsequent meetings shall be at the call of the Chair, in consultation with the Committee Clerk. All time frames established in the *Fixing Long-term Care Act* and regulations shall be adhered to.

The Chair shall cause notice of the meetings, including the agenda for the meetings, to be provided to members of the Committee a minimum of three (3) business days prior to the date of each meeting.

Quorum for meetings shall consist of a majority of the members of the Committee.

Minutes of each meeting shall outline the general deliberations and specific actions and recommendations that result.

CHAIR

The Committee members will select a Chair from amongst its members at its first meeting.

DUTIES

It is the duty of each member of the Committee of Management to ensure that The Corporation of the City of London (the "licensee") complies with all requirements under the *Fixing Long-term Care Act*.

In fulfilling its duties, the Committee of Management may wish to receive reports from Civic Administration with respect to the administration of the Dearness Home and the fulfillment of the duties and obligations under the *Fixing Long-term Care Act*.

The Committee of Management may provide information reports to Municipal Council.

Under section 28 of the *Fixing Long-term Care Act*, each member of the Committee of Management who has reasonable grounds to suspect that any of the following has occurred or may occur shall immediately report the suspicion and the information upon which it is based to the Director (appointed by the Minister of Health and Long-Term Care):

- improper or incompetent treatment or care of a resident that resulted in harm or a risk of harm to the resident;
- abuse of a resident by anyone or neglect of a resident by the licensee or staff that resulted in harm or a risk of harm to the resident;
- unlawful conduct that resulted in harm or a risk of harm to a resident;
- misuse or misappropriation of a resident's money;
- misuse or misappropriation of funding provided to a licensee under the Act or the *Local Health System Integration Act, 2006*, or the *Connecting Care Act, 2019*.

Pursuant to section 1 of the *Fixing Long-term Care Act*, the fundamental principle to be applied in the interpretation of the Act and anything required or permitted under the Act is that a long-term care home is primarily the home of its residents and is to be operated so that it is a place where they may live with dignity and in security, safety and comfort and have their physical, psychological, social, spiritual and cultural needs adequately met.

STAFF RESOURCES

The City Clerk, or written designate, will provide administrative support to the Committee of Management. The City Clerk, or written designate, shall carry out any duties to implement the Committee of Management's decisions.

Members will not receive remuneration.

MEETING PROCEDURES

Meetings of the Committee shall be covered by the Council Procedure By-law, and applicable legislation.

The City's web site will be used to communicate the meeting notices and agendas.

APPENDIX "A"
(to Schedule 1, Terms of Reference)

[Declaration re: Member of Committee of Management
Pursuant to *Fixing Long-Term Care Act 2021*]



Declaration re: Member of Committee of Management Pursuant to *Fixing Long-Term Care Act, 2021*

London
CANADA

Pursuant to subsection 81(5) of the *Fixing Long-Term Care Act, 2021*, and subsection 256(9) of Ontario Regulation 246/22.

I, the undersigned, understand that The Corporation of the City of London, as licensee for the Dearness Home, requires that every person who is or will become a member of the Dearness Home Committee of Management must provide a signed declaration.

As per the requirements of Ontario Regulation 246/22, I declare and disclose as follows:

1. Have you been charged with, or convicted of, any of the following offences:	YES (check box, and list details of every charge, every conviction or other outcome, and date of charge or date of conviction or other outcome e.g. not guilty, withdrawn, etc.)	NO (check box)
1. Any offence under the Act, the <i>Long-Term Care Homes Act, 2007</i> , the <i>Nursing Homes Act</i> , the <i>Charitable Institutions Act</i> or the <i>Homes for the Aged and Rest Homes Act</i> .	<input type="checkbox"/>	<input type="checkbox"/>
2. Any offence referenced at section 742.1 of the <i>Criminal Code</i> (Canada).	<input type="checkbox"/>	<input type="checkbox"/>
3. Any offence under the <i>Cannabis Act</i> (Canada), the <i>Controlled Drugs and Substances Act</i> (Canada) or the <i>Food and Drugs Act</i> (Canada).	<input type="checkbox"/>	<input type="checkbox"/>
4. Any other provincial or federal offence if the offence involved, i. improper or incompetent treatment or care of a vulnerable person that resulted in harm or a risk of harm of any kind to the vulnerable person, including but not limited to physical, emotional, psychological or financial harm, ii. abuse or neglect of a vulnerable person that resulted in harm or risk of harm of any kind to the vulnerable person, including but not limited to physical, emotional, psychological or financial harm, iii. unlawful conduct that intentionally resulted in harm or a risk of harm of any kind to a vulnerable person, including but not limited to physical, emotional, psychological or financial harm, or iv. misuse or misappropriation of a vulnerable person's money.	<input type="checkbox"/>	<input type="checkbox"/>



Declaration re: Member of Committee of Management Pursuant to *Fixing Long-Term Care Act, 2021*

2. Have you been issued an order of a judge or justice of the peace made against you (including a peace bond, probation order, prohibition order or warrant to arrest) in respect of any of the following offences:	YES (check box and list details of every order and date of the order)	NO (check box)
1. Any offence under the Act, the <i>Long-Term Care Homes Act, 2007</i> , the <i>Nursing Homes Act</i> , the <i>Charitable Institutions Act</i> or the <i>Homes for the Aged and Rest Homes Act</i> .	<input type="checkbox"/>	<input type="checkbox"/>
2. Any offence referenced at section 742.1 of the <i>Criminal Code</i> (Canada).	<input type="checkbox"/>	<input type="checkbox"/>
3. Any offence under the <i>Cannabis Act</i> (Canada), the <i>Controlled Drugs and Substances Act</i> (Canada) or the <i>Food and Drugs Act</i> (Canada).	<input type="checkbox"/>	<input type="checkbox"/>
4. Any other provincial or federal offence if the offence involved, <ul style="list-style-type: none"> i. improper or incompetent treatment or care of a vulnerable person that resulted in harm or a risk of harm of any kind to the vulnerable person, including but not limited to physical, emotional, psychological or financial harm, ii. abuse or neglect of a vulnerable person that resulted in harm or risk of harm of any kind to the vulnerable person, including but not limited to physical, emotional, psychological or financial harm, iii. unlawful conduct that intentionally resulted in harm or a risk of harm of any kind to a vulnerable person, including but not limited to physical, emotional, psychological or financial harm, or iv. misuse or misappropriation of a vulnerable person's money. 	<input type="checkbox"/>	<input type="checkbox"/>



Declaration re: Member of Committee of Management Pursuant to *Fixing Long-Term Care Act, 2021*

3. Has a proceeding commenced against you that could lead to a finding of guilt of an act of misconduct, or have you been found guilty of an act of misconduct, for any of the following:	YES (and list details of every proceeding, outcome if any, date of decision)	NO (check box)
1. An act of misconduct as a member of a health profession as defined in the <i>Regulated Health Professions Act, 1991</i> .	<input type="checkbox"/>	<input type="checkbox"/>
2. An act of misconduct as a member of a regulated profession as defined in the <i>Fair Access to Regulated Professions and Compulsory Trades Act, 2006</i> .	<input type="checkbox"/>	<input type="checkbox"/>
3. An act of misconduct under any other scheme governing a profession, occupation or commercial activity, including a scheme a person is not required to participate in in order to practice or engage in the profession, occupation or activity.	<input type="checkbox"/>	<input type="checkbox"/>

I solemnly declare the facts on this form, and I make this solemn declaration conscientiously believing it to be true, and knowing that it is of the same force and effect as if made under oath.

I declare that the information I have provided above is true, complete and accurate.

Print Name: _____

Signature: _____

Date: _____ (yyyy/mm/dd)

NOTICE OF COLLECTION OF PERSONAL INFORMATION

The personal information collected on this form is collected under the authority of subsection 81(5) of *the Fixing Long-Term Care Act, 2021*, S.O. 2021, c. 39, Sched. 1 and subsection 256(9) of Ontario Regulation 246/22 and will be used by Dearness Home to ensure compliance that legislated screening measures are conducted before permitting any person to be a member of the licensee's board of directors, its board of management or committee of management or other governing structure. Questions about this collection should be addressed to the Manager, Records and Information Services, 3rd floor, City Hall, 300 Dufferin Ave., London, ON N6A 4L9. Tel: 519-661-2489, ext. 5590, email: eskalski@london.ca.



Declaration re: Member of Committee of Management Pursuant to *Fixing Long-Term Care Act, 2021*

[included for assistance only; please refer to Justice Canada website for most recent version
<https://www.laws-lois.justice.gc.ca/eng/acts/C-46/FullText.html>]

Criminal Code

Imposing of conditional sentence

742.1 If a person is convicted of an offence and the court imposes a sentence of imprisonment of less than two years, the court may, for the purpose of supervising the offender's behaviour in the community, order that the offender serve the sentence in the community, subject to the conditions imposed under section 742.3, if

(a) the court is satisfied that the service of the sentence in the community would not endanger the safety of the community and would be consistent with the fundamental purpose and principles of sentencing set out in sections 718 to 718.2;

(b) the offence is not an offence punishable by a minimum term of imprisonment;

(c) the offence is not an offence, prosecuted by way of indictment, for which the maximum term of imprisonment is 14 years or life;

(d) the offence is not a terrorism offence, or a criminal organization offence, prosecuted by way of indictment, for which the maximum term of imprisonment is 10 years or more;

(e) the offence is not an offence, prosecuted by way of indictment, for which the maximum term of imprisonment is 10 years, that

(i) resulted in bodily harm,

(ii) involved the import, export, trafficking or production of drugs, or

(iii) involved the use of a weapon; and

(f) the offence is not an offence, prosecuted by way of indictment, under any of the following provisions:

(i) section 144 (prison breach),

(ii) section 264 (criminal harassment),

(iii) section 271 (sexual assault),

(iv) section 279 (kidnapping),

(v) section 279.02 (trafficking in persons — material benefit),

(vi) section 281 (abduction of person under fourteen),

(vii) section 333.1 (motor vehicle theft),

(viii) paragraph 334(a) (theft over \$5000),

(ix) paragraph 348(1)(e) (breaking and entering a place other than a dwelling-house),

(x) section 349 (being unlawfully in a dwelling-house), and

(xi) section 435 (arson for fraudulent purpose).

Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

The 4th Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory
Committee
September 8, 2022

Attendance PRESENT: B. Hill (Acting Chair), K-A. Burke, N. Fahd, R. Gill,
H. Karky, L. Ochoa and J. Pineda; H. Lysynski (Acting
Committee Clerk)

ABSENT: M. Castillo, S. Evoy, N. Fragis, P. Gill, M. Mlotha and
R. O'Hagan

ALSO PRESENT: L. Livingstone; M. Schulthess

The meeting was called to order at 4:15 PM; it being noted that
the following members were in remote attendance: N. Fahd, K-
A. Burke, R. Gill, B. Hill, H. Karky, L. Ochoa and J. Pineda.

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 for September 8, 2022 Meeting

That B. Hill BE ELECTED Chair for the September 8, 2022 Diversity,
Inclusion and Anti-Oppression Community Advisory Committee meeting.

2. Opening Ceremonies

2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the Acknowledgement of Indigenous Lands was
read by B. Hill.

2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

3. Scheduled Items

None.

4. Consent

4.1 2nd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 2nd Report of the Diversity, Inclusion and Anti-
Oppression Community Advisory Committee, from its meeting held on July
14, 2022, was received.

4.2 3rd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 3rd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, from its meeting held on August 11, 2022, was received.

4.3 Letter of Resignation - A. Stonefish

That it BE NOTED that the letter of resignation, dated August 11, 2022, from A. Stonefish, was received with regret.

5. Sub-Committees and Working Groups

5.1 Awards and Recognition Sub-Committee

That the request from the Awards and Recognition Sub-Committee for budget allocation of up to \$2,000.00 for the 2022 Diversity, Race Relations and Inclusivity Award, BE APPROVED.

5.2 Education and Awareness Sub-Committee

That it BE NOTED that there were no updates with respect to the Education Sub-Committee.

5.3 Policy and Planning Sub-Committee

That it BE NOTED there were no updates with respect to the Policy and Planning Sub-Committee.

6. Items for Discussion

None.

7. Adjournment

The meeting adjourned at 4:43 PM.

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 & Economic Development

Subject: Municipal Accommodation Tax – Tourism London Annual Report

Date: September 20, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, Tourism's London annual report on the expenditure of Municipal Accommodation Tax revenues **BE RECEIVED** for information.

Previous Reports Pertinent to This Matter

- Strategic Priorities & Policy Committee, July 28, 2021, Agenda Item #2.2, Municipal Accommodation Tax – Required Annual Report
- Strategic Priorities & Policy Committee, August 11, 2020, Agenda Item #2.1, Municipal Accommodation Tax – Required Annual Report
- Strategic Priorities & Policy Committee, June 25, 2018, Agenda Item #2.2, Municipal Accommodation Tax – Required Agreements and By-laws
- Strategic Priorities & Policy Committee, May 7, 2018, Agenda Item #3.3, Municipal Accommodation Tax – Implementation
- Community & Protective Services Committee, May 1, 2018, Agenda Item #2.1, Short Term Accommodations
- Strategic Priorities & Policy Committee, January 29, 2018, Agenda Item #3, Transient Accommodation Tax

Executive Summary

The portion of the Municipal Accommodation Tax ("MAT") that is overseen by Tourism London is governed by an adjudication committee consisting of 5 Tourism stakeholders, 2 of which are representatives of local hotels. The purpose of which, is to help grow tourism in London by funding supplemental promotion and product development activities that will attract overnight stays, stimulate visitor spending and community economic development; finance hosting and bidding costs for major one-time or recurring Provincial, National or International events including meetings and conventions

Linkage to the Corporate Strategic Plan

Strategic areas of focus include:

- Strengthening our Community, and
- Growing our Economy.

Analysis

1.0 Background Information

On November 2, 2018, the Corporation of the City of London and Tourism London entered into a Municipal Accommodation Tax Financial Accountability Agreement (the Agreement), where 50% of the net proceeds of the Municipal Accommodation Tax shall be deposited into a fund controlled by Tourism London as the City's designated tourism entity in accordance with O. Reg. 435/17. Tourism London's portion of the fund supports the tourism industry in London, including:

- Expansion opportunities for Tourism London’s business units
- The pursuit of the following objectives and outcomes:
 - increase visitations to the City of London;
 - enhance London’s national and international profile;
 - support product development and industry growth;
 - fund bid requirements for major events without additional funding from the City of London; and
 - to become more competitive with other provincial and national cities in Canada.

On February 19, 2019, Tourism London’s Board of Directors approved the Terms of Reference for the Municipal Accommodation Tax (MAT) Adjudication Committee (see Appendix A), which includes:

- MAT Overview and Objectives
- Committee Composition
- Mandate
- Meetings
- Reporting
- Confidentiality

On May 28, 2019, Tourism London’s Board of Directors approved the MAT Funding Criteria and Funding Eligibility (see Appendix B).

The Municipal Accommodation Tax Financial Accountability Agreement requires “the preparation of an annual report to City administration and Tourism London members on expenditures and initiatives that have received monies from the Fund.” This report is intended to fulfill this requirement.

Financial Impact

As of December 31, 2021, Tourism London’s 2021 MAT Reserve Fund Recap shows the following:

DATE	DESCRIPTION	REVENUES	EXPENDITURES	BALANCE
Jan 1, 2021	Opening Balance			\$1,547,340.91
2021	Total MAT funds collected*	\$783,116.39		
2021	Total Interest earned	\$38,716.63		
2021	Total Expenditures		\$747,237.71	
Dec 31, 2021	Closing Balance	\$821,833.02	\$747,237.71	\$1,621,936.22

*20% holdback on the total MAT funds collected in 2020 will be reserved for 2021

Open Board Approved MAT Initiatives:

APPROVAL DATE	OPEN BOARD APPROVED INITIATIVES	BEGINNING BALANCE	2021 EXPENDITURES	ENDING BALANCE
Jun-19	Convention Bid Incentives	\$150,000.00	\$0.00	\$150,000.00
Jun-19	Ottawa/Toronto Client Events	\$40,000.00	\$0.00	\$40,000.00
Jun-19	Convention FAM Trips	\$70,000.00	\$0.00	\$70,000.00

Jun-19	Product Development & Industry Training	\$13,125.00	\$1,375.00	\$11,750.00
Sep-19	2022 FISU Rowing	\$6,228.77	\$0.00	\$6,228.77
Feb-21	Support Local 2.0	\$32,419.90	\$30,835.21	\$1,584.69
Apr-21	CCMA 2021 (Final Installment)	\$350,000.00	\$350,000.00	\$0.00
Apr-21	Stay a Little Longer 2.0	\$366,000.00	\$285,027.50	\$80,972.50
Jun-21	Road to Rock the Park	\$15,000.00	\$15,000.00	\$0.00
Aug-21	CMAO (3rd Installment)	\$10,000.00	\$10,000.00	\$0.00
Aug-21	2021 HockeyFest Game On	\$30,000.00	\$30,000.00	\$0.00
Aug-21	2023 Brier Men's Curling Championships (March 3 - 12)	\$400,000.00	\$0.00	\$400,000.00
Nov-21	Merry Market 2021 (Marketing Initiatives)	\$25,000.00	\$25,000.00	\$0.00
Total Open Initiatives		\$1,507,773.67	\$747,237.71	\$760,535.96

As per the Agreement, the Tourism London Board will provide an annual audited statement of the MAT Reserve Fund to the City as part of the audited financial statements submitted annually by Tourism London to the City. At the time of writing of this report, the 2021 audit was completed with the finalized audited statement submitted to Civic Administration.

Conclusion

This report presents the required annual report details as required by the Municipal Accommodation Tax Financial Accountability Agreement between The Corporation of the City of London and Tourism London.

Prepared by: Cheryl Finn
General Manager, Tourism London

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



TOURISM LONDON MAT ADJUDICATION COMMITTEE TERMS OF REFERENCE

1. MAT OVERVIEW AND OBJECTIVES

The purpose of the Municipal Accommodation Tax (“MAT”) is to help grow tourism in London by funding supplemental promotion and product development activities that will attract overnight stays, stimulate visitor spending and community economic development; finance hosting and bidding costs for major one-time or recurring Provincial, National or International events including meetings and conventions.

The objectives of the MAT include the following:

- To attract overnight visitations and spending to London
- To increase the Provincial, National and International profile of London
- To increase community economic growth, business partnerships and legacy development for London
- To support events and activities that align with Tourism London’s and the City of London’s strategic areas of focus
- To support events and activities that improve visitor appeal and create engaging experiences

2. COMMITTEE COMPOSITION

The Committee will be composed of at least five (5) members of the Board, two (2) of whom shall be drawn from representatives of the City’s hoteliers. A chair of the Committee shall be selected from its members. The Chair will preside at all meetings of the Committee but where the Chair is unable to attend, the chair of the meeting will be selected from Committee members then in attendance.

3. MANDATE

The Committee shall operate within the following terms of reference:

- To review funding requests received by it through the existing internal Tourism London departmental processes
- To recommend to the Executive Committee for submission to the Board for approval funding requests that meet one or more of the objectives set forth above and are within the funding limits established by the Board from time to time and with such conditions or terms as the Committee considers appropriate to the application
- To ensure that funding requests are evaluated on the basis of clear and efficient use of MAT funds based on criteria established by the Committee from time to time and consistent with the objectives set forth above and, where applicable, with measurable financial and economic impact projections and results
- To reject funding requests that:
 - are not made by Federally or Provincially incorporated entities in good standing
 - are fundraising events or events with a primarily charitable purpose
 - are for operational costs or ongoing program costs
 - do not demonstrate adequate financial or operational strength

4. MEETINGS

The Committee shall meet at the call of the Chair

5. REPORTING

The Committee shall provide regular reports to the Board of the activities of the Committee and annually shall provide to the Board a summary report

6. CONFIDENTIALITY

To ensure impartial decision making, members of the Committee will be required to sign a confidentiality and conflict of interest declaration

Appendix B



TOURISM LONDON MAT FUNDING CRITERIA

The provision of financial assistance will be considered by one or more measures if the approved event/initiative:

1. Generates economic or social benefit for London;
2. Engenders a positive profile for London either regionally, provincially, nationally or internationally;
3. Attracts out of town attendees, industry delegates and other visitors;
4. Provides reasonable attendance estimates;
5. Demonstrates clear and measurable economic value;
6. Support product development and industry growth.

Funding allocations will be considered on a year to year basis in the context of an existing event/initiative or brand new event/initiative and will not be provided for core operating expenses or capital purchase costs but may be offered for activities such as:

1. Strategic marketing;
2. Adding new elements to an event;
3. Rental equipment to improve visitor experience or enhance capacity;
4. BID Incentives.

Funding Eligibility

Submissions for funding support must demonstrate that the applicant:

1. Is a legally constituted entity;
2. Provides a business plan and a history of financial viability where applicable or as may be required from time to time;
3. Makes available audit or notice to reader documentation where applicable or as may be required from time to time.

With the provision of further review.

Tourism London
Schedule 1: Municipal Accommodation Tax

For the year ended December 31, 2021

	2021	2020
<hr/>		
Revenues		
Municipal accommodation tax (Note 6)	\$ 783,117	\$ 658,643
Interest income	38,717	42,400
<hr/>		
Total Revenues	\$ 821,834	\$ 701,043
<hr/>		
Expenditures		
Airshow London	\$ -	\$ 25,000
Canadian Country Music Awards	350,000	650,000
CMAO Awards & Festival	10,000	20,000
Content Marketing	-	4,170
Continental Cup of Curling	-	150,000
Hamilton Road Tree Trunk Tour	-	6,000
HockeyFest Game On	30,000	
Merry Market	25,000	
Product & Industry Development	1,376	12,805
Road to Rock the Park	15,000	-
Stay a Little Longer 2.0	285,027	-
Support Local 2.0	30,835	
Website/Social Media/Videos	-	47,089
<hr/>		
Total Expenditures	\$ 747,238	\$ 915,064
<hr/>		
Excess (deficiency) of revenue over expenditures for the year	\$ 74,596	\$ (214,021)
<hr/>		

The accompanying notes are an integral part of these financial statements

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: Anti-Racism and Anti-Oppression Framework
Date: September 20, 2022

Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to the new Anti-Racism and Anti-Oppression Framework:

- a) the above-noted Framework, as outlined in the staff report dated September 20, 2022, BE ENDORSED; and
- b) the Civic Administration BE DIRECTED to undertake the necessary steps to implement the Framework.

Executive Summary

In 2020, Municipal Council affirmed its commitment to helping eradicate racism and oppression in all its forms and directed Civic Administration to develop a single Anti-Racism and Anti-Oppression tool that encompassed all aspects of intersectionality that accompany its use, including the systems and supports in place to ensure active and meaningful use of the tool in all aspects of our work.

This report introduces the City of London's Anti-Racism and Anti-Oppression Framework. The Framework supports the Corporation by embedding the principles of equity and inclusion in all aspects of our work, from design to implementation of corporate policies, procedures, programs, projects, plans, services, budgets, and decisions. It contains several components, including our commitments, overarching guiding principles, a shared understanding, an equity tool, and a reflection tool. Supporting documents are also available to staff including Fact Sheets on equity-deserving groups to help integrate data about equity-deserving groups. The equity tool is designed to provide a road map to identifying and eliminating barriers to inclusion. The tool has been piloted with four City projects and the feedback provided was integrated into the Framework.

The equity tool is primarily intended for use by Civic Administration, community partners, consultants, and businesses providing services in conjunction with or on behalf of the City of London. As the tool is implemented across the Corporation, Council can expect staff reports and recommendations to report on the equity considerations which emerged as result of using the tool. Councillors and Council as a whole can then make equity-informed decisions. As well, there will be an increased alignment between Council's commitment to eradicating racism and oppression and the actions required to ensure that outcome. The Framework will also be shared with the City of London's Agencies, Boards, and Commissions, who will be encouraged to implement it, or a similar tool, to align our community's efforts towards creating a more inclusive city.

Implementation of the Anti-Racism and Anti-Oppression Framework is critical and will begin immediately enterprise-wide, with an emphasis on supporting leadership and all single points of accountability from across the organization in using, supporting, and integrating the equity tool into their work. Anti-Racism and Anti-Oppression Foundations Training and Equity Tool Training has been developed to support the use of the tool. The Anti-Racism and Anti-Oppression division will further assist in the application of the tool through coaching for staff and leadership. Service areas are currently working to identify large, multi-year enterprise-wide initiatives that will begin to use the tool. Feedback and evaluation of the Framework will continue over the course

of the next year and annually thereafter to inform future versions of this iterative document.

Linkage to the Corporate Strategic Plan

The Anti-Racism and Anti-Oppression Framework directly aligns with the City's mission, as defined in the 2019-2023 Strategic Plan, to be 'a responsive and modern public service partner that fosters change to build a better London for all' and informs every strategic area of focus, outcome, expected result and strategy of Council's Strategic Plan.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee (CSC): November 7, 2017, February 20, 2018, January 8, 2019.

Strategic Priorities and Policy Committee (SPPC): September 20, 2020.

2.0 Discussion and Considerations

2.1 Background

Since 2017, the City of London has had two tools available to employees to integrate equity into the day-to-day work of the Corporation.

The Gender Equity Lens was introduced in 2017 and was developed to help employees understand and respond to the changing composition and unique needs of women from diverse communities, backgrounds, and identities who work for the Corporation and who live and work in London. The Gender Equity Lens was intended for use by employees involved in policy development, managers, other staff as appropriate, and community partners and consultants to help employees positively promote gender equity within the Corporation's workforce and improve access to programs and services.

The Equity and Inclusion Lens was introduced in May 2019 and was based on the City of Ottawa's Equity and Inclusion Lens, with content adapted and adopted for use at the City of London. The Diversity, Inclusion and Anti-Oppression Advisory Committee and the Accessibility Advisory Committee provided input during this process. The Equity and Inclusion Lens was intended for use by everyone, including Elected Officials, City of London employees, Standing and Advisory Committees of Council, organizations providing services in conjunction with or on behalf of the City and other external organizations and community agencies. It was to be used in conjunction with the City's Gender Equity Lens, to help Civic Administration analyse the impact of policies, programs, and services on residents from diverse communities, backgrounds, and identities, and adjust policies to remove barriers and better serve the community's needs. It also asked users to consider their own identity, check their assumptions, ask about inclusion, and apply these insights into their work.

Feedback gathered on these lenses has indicated that while they are well-written documents, they have not been widely operationalized and have been ineffective. They require updating to reflect current contexts, terminology, and anti-racism and anti-oppression practices, as well as stronger systems and supports to ensure their consistent use and application across the organization.

On September 29, 2020, Municipal Council resolved that Civic Administration be directed to proceed with the recommended next steps identified in the September 22, 2020, report to the Strategic Priorities and Policy Committee, entitled 'Steps Toward Anti-Racism and Anti-Oppression at the City of London.' This direction included the

creation of a single Anti-Racism and Anti-Oppression tool that encompasses all aspects of intersectionality and the social practices that accompany its use, including the systems and supports in place to ensure active and meaningful use of the tool in all aspects of the work of Civic Administration.

2.2 Incorporation of Gender Equity into the Anti-Racism and Anti-Oppression Framework

The City of London has a very clear commitment to Creating a Safe London for Women and Girls where we have enhanced the potential for women and girls to live safe lives. This is affirmed in London's participation in the United Nations' Safe Cities and Safe Public Spaces Program, and the Safe Cities London Action Plan which holds a vision of London as "a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence."

The work undertaken by Civic Administration, through the Strategy and Innovation Division and the Anti-Racism and Anti-Oppression Division, to advance these priorities is collaborative and integrative to ensure that the intersectional inequities faced by women and girls are centred.

The intentional integration of the Gender Equity Lens into the Anti-Racism and Anti-Oppression Framework has resulted in an intersectional, applied framework and tool that deepens our commitment to addressing gender equity and equality. It ensures that the unique needs of women and girls are considered at all stages, while also considering and recognizing that discrimination and gender are interconnected and cannot be examined in isolation.

To deepen our understanding of these intersectional inequities, gender equity has been woven into the Anti-Racism and Anti-Oppression Foundations training and a Fact Sheet on the experiences of women and girls, has been created and included. This Fact Sheet provides data and information about gender equity, the gendered impacts of the COVID-19 pandemic, violence against women and girls and gender-based violence, and sexual violence and was reviewed and supported by the London Coordinating Committee to End Woman Abuse Strategic Pillar Working Group.

The work to create a city where we have enhanced the potential of women and girls to live safe lives will continue to be collaborative and guided by the tremendous expertise held in our community and the intersectional experiences of women and girls in our community.

2.3 City of London's Anti-Racism and Anti-Oppression Framework

Overview

The Anti-Racism and Anti-Oppression Framework is grounded in extensive research on equity frameworks and tools that already exist across Canada and the United States, as well as the collective expertise and experience of the Anti-Racism and Anti-Oppression Division.

One of the key findings during our research phase was the intentional use of the term 'framework' rather than 'lens.' A lens implies that it is something that you can take on and off at any time while a framework is something that actively and continuously guides all aspects of our work.

The Anti-Racism and Anti-Oppression Framework, attached as Appendix A, has been designed to support the Corporation by embedding the principles of equity and inclusion in all aspects of work, from design to implementation of corporate policies, procedures, programs, projects, plans, services, budgets, and decisions. It contains several components, including our commitments, overarching guiding principles, a shared

understanding, an equity tool, and a reflection tool. Supporting documents are also available to staff including Fact Sheets on equity-deserving groups.

Guiding Principles

Anti-racism and anti-oppression work is nuanced, difficult and ever-changing. The following principles were identified to guide the collective approach to equity work across the Corporation:

- Commitment to Truth and Reconciliation
- Intersectionality
- Trauma and Violence Informed Approach
- Curiosity
- Humility and Grace
- Discomfort
- Accountability

Equity Tool

A central component of the Framework is the equity tool. Our colonial history means that all systems, including all levels of government, have been founded on principles of racism and oppression. As a result of this legacy, individuals and groups hold biases which favour some groups over others. An equity tool is one strategic way to dismantle systemic racism and oppression. It does this by minimizing the likelihood of continued oppressive practices and ensuring that we strategically identify and remove barriers to inclusion and intentionally advance equity. It also demonstrates transparency and accountability towards improving equity for our staff and our community.

The equity tool is a series of questions designed to support the creation, revision, or implementation of a project. This could be a policy, procedure, program, service, event, budget, funding, or even a decision (called “the proposal” in the tool). The tool prompts users to consider the specific impacts of a proposal on equity-deserving groups, to consider any relevant data or information available about those impacted, to intentionally engage with those who will be most impacted, and to articulate what will be done now to improve equitable outcomes, and what will be done in the future.

Once the equity tool has been applied, users will have an opportunity to consider the impact on the process by completing a reflection tool which highlights lessons learned, possible improved outcomes on future projects, and opportunities to advocate for further systemic changes.

To support the development of the equity tool, four Corporate Service Areas participated in pilot projects which included review of a recruitment procedure, design of a front counter space renovation, consideration for a community engagement strategy, and improving direct services to clients. Staff working on pilot projects participated in the Anti-Racism and Anti-Oppression Foundations training, which includes a coaching session with a member of the Anti-Racism and Anti-Oppression Division. They then completed a training on using the equity tool. Feedback from the pilot projects was valuable and contributed to the current version of the Framework. An observation made through one of the pilot projects was that while it is never too late to apply the equity tool, it is harder and more costly to address inequities at a later stage. The tool should be used as early as possible and continue to be used at every phase of a proposal to further advance equitable outcomes.

Implementation Approach

Implementation of the Anti-Racism and Anti-Oppression Framework is critical and will begin immediately across the enterprise, with an emphasis on supporting leadership and all single points of accountability from across the organization in using, supporting, and integrating the equity tool into their work.



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The City of London has acknowledged that systemic racism and oppression exist within our Corporation and our community. The formation of the Anti-Racism and Oppression Division is a direct result of that acknowledgement.

Anti-Racism and Anti-Oppression Framework

2022



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Land Acknowledgement

We acknowledge that the City of London is on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run) peoples. We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home.

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee.

The three Indigenous Nations that are neighbours to London are the Chippewas of the Thames First Nation; Oneida Nation of the Thames; and the Munsee-Delaware Nation who all continue to live as sovereign Nations with individual and unique languages, cultures, and customs.





Message from the City Manager

I am very pleased that the Anti-Racism and Anti-Oppression Framework has been completed. This is an important tool that will help set the foundation for enterprise-wide efforts to eliminate barriers and remove systemic practices that disadvantage individuals and groups in any way. It requires each of us to ask questions and to reflect on the many ways the work we do impacts all Londoners. It also requires each of us to be intentional in our desire to embed the principles of equity and inclusion in all we do.

As we apply this tool, it will be up to each of us to learn new ways of working. It will also mean rethinking and unlearning practices that have created barriers for equity-deserving people and groups in our community and within our organization. I am asking each of you to be persistent and to be relentless as you start to apply this tool to the work you do. Through your commitment, we will make impactful changes.

As City Manager, I want to express my personal commitment to this Framework. Living the principles of equity and inclusion is a priority for me, and it is a priority for all members of the senior leadership team. Through this Framework, my firm belief is that better solutions will come. These solutions will be even more thoughtful. They will consider the needs of all. And they will be inspired by what we learn.

Thank you to everyone who has been part of the work that brought this framework forward. And thank you to each of you for the many ways you will apply this tool to make our collective efforts better for all.





Message from Director, Anti-Racism and Anti-Oppression



Being invited to join the City of London's efforts to eradicate systemic racism and oppression is an absolute privilege for me. Having the opportunity to intentionally bring in diverse talent to support this work has resulted in the development of this framework.

It is a framework which has been built on the foundational work of many staff, volunteers and community partners, who were committed to the principles of equity and inclusion long before the Anti-Racism and Anti-Oppression division was formed. Driving organizational change can be slow while removing barriers to inclusion is urgent and overdue.

This framework and the equity tool within it, have been designed to simplify what can be complex work. Ultimately, if we all consider the impact of our work on anyone and everyone, we move away from the status quo and into reimagined safer and more inclusive spaces for all.

**Anti-Racism and
Anti-Oppression**





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Our Commitments

The City of London has acknowledged that systemic racism and oppression exist within our Corporation and our community. The formation of the Anti-Racism and Anti-Oppression Division was a direct result of that acknowledgement.

City Council has endorsed its commitment to addressing violence against women and girls through its Strategic Plan commitment to Creating a Safe London for Women and Girls and through its participation in the United Nations Safe Cities and Safe Public Spaces initiative. The work undertaken to advance these priorities has been collaborative and has intentionally focused on addressing the intersectional inequities faced by women, girls, nonbinary, trans individuals, and survivors. The intentional integration of the equity framework with a gender framework has resulted in an intersectional, applied framework and tool which will advance our commitment to Creating a Safe London for Women and Girls.

The City of London remains committed to taking actions that further truth and reconciliation efforts with neighbouring First Nations and Urban Indigenous Peoples. With the guidance of our Indigenous Community Liaison Advisor we will work towards decolonization within our practices.

Recognizing the unique historical and current experiences of racial harm towards members of London's Black communities, City Council supported the hiring of a Black Community Liaison Advisor to strategically work with staff and the broader community on recognizing and disrupting Anti-Black racism.

The City of London is committed to providing quality goods, services, and facilities that are accessible to all persons we serve. We will allocate appropriate resources toward the elimination of accessibility barriers in customer service, information and communication, employment, transportation and the design of public spaces and are committed to meeting the requirements of applicable legislation, including the Accessibility for Ontarians with Disabilities Act and the Ontario Human Rights Code.

Through its leadership in the London & Middlesex Local Immigration Partnership and London Newcomer Strategy, the City is committed to supporting the successful attraction, retention and integration of newcomers and refugees. The Free of Fear Services for All policy ensures that individuals without immigration status may request City services without fear that their immigration status will be disclosed.

In a sincere and critical response to anti-Muslim hate in our community, and in collaboration with the local Muslim communities and Community Based and Public Sector Organizations, the City of London's A London for Everyone: An Action Plan to Disrupt Islamophobia was developed. City Council endorsed the plan which includes a dedicated staff position to implement the plan.

In addition, the City of London's Community Diversity & Inclusion Strategy (CDIS) was developed and implemented to address systemic oppressions within the City of London and our community. Created by the community through extensive engagement, London's Community Diversity and Inclusion Strategy (CDIS) represents a collective plan for building a more inclusive city united around the vision: London is a diverse and inclusive community that honours, welcomes and accepts all people; where people have the power to eliminate systemic oppressions.

The Anti-Racism and Anti-Oppression division is committed to providing leadership, tools and resources that support our Council and Civic Administration at all levels and Service Areas of the Corporation, to collectively take proactive steps towards addressing systemic changes.





Anti-Racism and Anti-Oppression Division 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.





Purpose of this Framework

This framework is designed to support the Corporation by embedding the principles of equity and inclusion from design to implementation of corporate policies, procedures, programs, projects, plans, services, and budget decisions.

Within this framework is an equity tool which offers an intentional way to consider the impact of the City's work on equity-deserving groups and ensures an intentional identification and removal of barriers to inclusion. This work directly aligns with the City's mission, as defined in the 2019-2023 Strategic Plan, to be 'a responsive and modern public service partner that fosters change to build a better London for all' and informs every strategic area of focus, outcome, expected result and strategy of our Strategic Plan.

The concepts of gender equity, racism and oppression are complex and require ongoing learning and unlearning along with critical self-reflection. At times, working to address systemic inequities can feel onerous or an "add-on" to what is often complex work. As public servants, however, it is critical that we ensure our work is reflective of the needs of all Londoners. By addressing inequities within our Corporation, we will deliver on our commitment to ending systemic racism and oppression.



Guiding Principles

Anti-racism and anti-oppression work is nuanced, difficult and ever-changing. Therefore, the following principles will guide our collective approach to equity work across the Corporation:

Commitment to Truth and Reconciliation

We will be guided by a collective, ongoing and active focus on implementing the Truth and Reconciliation Commission of Canada: Calls to Action (TRC) report and working with the Indigenous communities to address issues that impact access to municipal services and to rebuild the trust and strengthen relationships.

Intersectionality

When we consider how equity-deserving groups are impacted by our work, we need to do so from an intersectional approach. We will recognize that individuals have multiple aspects of their identities which collectively informs their lived experiences including their experiences of oppression.

Trauma and Violence Informed Approach

The work we do in our community must be informed by an understanding of the impacts of trauma and violence. We can accomplish a trauma and violence informed approach by partnering with community organizations and experts to gain knowledge and training to reduce unintentional harm, improve system responses, be prepared for respectful and thoughtful interactions, acknowledge opportunities for choice, and in doing so provide safer environments.

Curiosity

We acknowledge that we don't know what we don't know. We will use curiosity to encourage our learning and understanding of differing perspectives to help us better understand how we can meet the needs of all staff and residents. When we ask for the lived experience of equity-deserving groups, we will listen and use the knowledge and wisdom gained to inform our work.

Humility and Grace

Using this framework will position us to create more inclusive outcomes. With the best of intentions, sometimes we will get it wrong. When we make a mistake, we will embrace grace and humility while remaining accountable for our actions. We will use the learnings to continue our equity journey while minimizing harm.

Discomfort

Naming and addressing systemic racism and oppression are newer concepts for many of us. We recognize that equity work is an emergent practice, meaning it is uncomfortable, fluid and that it changes in response to our ongoing learning and unlearning. We remain open to being responsive to evolving best practices and to steady, incremental and ongoing change.

Accountability

We are committed to creating metrics for our equity work which will keep us accountable to the communities we serve. We know that thoughtful evaluation of our impacts is necessary and will be part of our commitment to dismantling systemic racism and oppression.





A Shared Understanding

This framework has been developed in conjunction with the City of London's Anti-Racism and Anti-Oppression Foundations training program which will be required learning for all staff. Concepts in this framework are explored in greater detail in the training program. In addition to the terms defined below, the Anti-Racism and Anti-Oppression division has used and relied on definitions from the [Canadian Centre for Diversity and Inclusion's 2022 Glossary of Terms](#).

What is Anti-Racism?

Anti-racism is “the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably” (NAC International Perspectives: Women and Global Solidarity).

What is Anti-Oppression?

Anti-oppression means to actively identify and eliminate systemic barriers that exclude people from all equity-deserving groups, including but not limited to racialized groups. Anti-oppression also recognizes that membership in more than one group is a reality for many.

What is Gender Equity?

Gender equity is the process of allocating resources, programs, and decision making fairly to all genders and addressing any imbalances in the benefits available to people of different genders. This is necessary because there is a gendered difference in the ways inequality is experienced. Violence, for instance, is disproportionately experienced by women, girls, and gender diverse persons while Indigenous women and girls, women and girls with disabilities, and newcomer and refugee women and girls are at an even higher risk of violence.

What about Diversity, Equity, and Inclusion?

When we focus on diversity, equity, and inclusion, we can forget about the context of systemic racism and oppression that creates inequality and exclusion. An anti-racist and anti-oppressive approach actively addresses this context, showing us what needs to change to achieve equity and inclusion.

What do we mean when we say Privilege?

Privileges are unearned benefits that present advantages for a dominant group, while simultaneously creating barriers for equity-deserving groups. There are different types of privilege such as male privilege, white privilege, and being able-bodied. We can have privilege with some aspects of our identities and lack it with others. Examining our privilege helps us identify systemic barriers that may not exist for ourselves but do for others.





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Using the Equity Tool

What is the Equity Tool?

An equity tool is one strategic way to dismantle systemic racism and oppression. Through a series of questions, it prompts us to proactively examine the potential unintentional consequences of our decisions on equity-deserving groups. It asks us to consider how to engage those impacted and provides a process that can create concrete strategies to address those inequities. It is also a way for us to evaluate and measure the impact we are making.

Why do we need an Equity Tool?

Our colonial history means that all systems, including our government, have been founded on systems of racism and oppression. As a result of this legacy, individuals hold biases which favour some groups over others. Using an equity tool minimizes the likelihood of continued oppressive practices and ensures we strategically identify and remove barriers to inclusion and intentionally advance equity. The equity tool supports our ability to demonstrate accountability towards improving equity to our staff and our community.

Who should use the Equity Tool?

Council and Councillors – City Councillors have a unique opportunity to demonstrate their commitment to eradicating systemic racism and oppression and to model this through their decision-making. By ensuring that an equity tool has been used by staff for City projects and recommendations to Council to guide their values and inform their decisions, we can anticipate an increased alignment between those commitments and action. By reviewing staff reports about the use of the equity tool, individual Councillors and Council may better consider the impact of their decisions on all Londoners including those who are not represented amongst themselves.

Civic Administration – As an organization committed to dismantling systemic racism and oppression, applying an equity tool is a way to document a tangible process and demonstrate improved outcomes. It will ensure that we remain responsible to and accountable for demonstrating a commitment to making sustainable changes towards equity and inclusion. Staff and people leaders will be expected to use the equity tool if they are responsible for developing,

implementing, revising or evaluating City of London policies, procedures, practices, programs, services and events. The responsibility to apply an equity tool extends to volunteers, consultants and external vendors.

Agencies, Boards, & Commissions – As leaders in public service, we encourage all London’s Agencies, Boards and Commissions to use an equity tool to assess their policies, procedures, programs and services. By collectively addressing systemic inequities, we will create sustainable change that improves outcomes for all Londoners.

How do I use the Equity Tool?

The equity tool is a set of questions designed to support the creation, revision, or implementation of a project. This could be a policy, procedure, program, service, event, or even a decision (we call this “the proposal” in the tool). The tool prompts you to answer questions which consider the specific impacts of your proposal on equity-deserving groups. Next you will consider any relevant data or information available to you and reflect on how you will engage impacted communities. You will then outline what changes can be implemented now and plan for what changes will be implemented later.

When should I use the Equity Tool?

It’s never too late to apply the equity tool, however, it is harder and more costly to address inequities at the later stage. You should begin the process of using the tool as early as possible and continue to use it at every phase of your project to further advance equitable outcomes.

How should I share my results?

When you have completed the equity tool the results should be submitted and reviewed by service area leadership. Depending on the nature of your proposal, you may be sharing your results with multiple service areas. As well, you may be required to include your results if you are reporting to Council about your proposal.



The Equity Tool

Part 1 – Your Proposal

The project you are working on will be described as “the proposal” throughout this tool.

In this section, you will fill out the details of your proposal and its proposed impacts on equity-deserving groups.

Before you begin - This tool is a road map to equity. We are looking for ongoing improvements and a commitment to further change. Small steps are important so take your time, work through this with others where possible, and ensure you reach out if you need assistance.

Proposal Name:

1. Is your proposal a:

Policy

Program

Procedure

Practice

Project

Service

Event

Budget decision

Other

2. What phase is your proposal in?

Conceptual

Development

Consultation

Implementation

Review/Revision

Evaluation

3. What is the desired outcome of your proposal?

4. Who is responsible for leading this proposal?

Name:

Contact Info:

Name:

Contact Info:

Name:

Contact Info:

Service Area:

Deputy City Manager:



5. **Identify the equity-deserving groups potentially impacted by your proposal:**

Equity-deserving groups are communities of people who are excluded from fully participating in society because of systemic barriers.

2SLGBTQ+ Communities

Black Communities

Indigenous Communities

Newcomers or Refugees

Older Adults

Persons with Disabilities

Persons with Low Income

Racialized Communities

Religious Minorities

Unhoused or Underhoused Persons

Women and Girls

Other Groups

(i.e., survivors of gender-based violence, lone parents, international students, persons with low literacy, persons without immigration status)

Part 2 - What do you know?

In this section we ask you to consider what information and data you are relying on.

Consider: What data sources does the City of London have access to, to assist you with your proposal? Have other municipalities engaged in similar work? What can you learn from their experience? Are there peers you can learn from?

- 1. What information and data is informing your understanding of the impact on the equity-deserving groups you identified? (current census data, customer or employee complaint/concern/comment, current demographic research, policy research etc.)**

- 2. What specific area (community/neighbourhood or Corporate Service Area) will this proposal impact?**

3. Which equity-deserving groups within the identified area will be impacted by your proposal? Based on your response do you need to add any equity-deserving groups to question #5 in Part 1?



Part 3: Who is involved?

Engaging community includes any group impacted by your proposal which could mean a residential neighbourhood community or it could mean a Service Area within the Corporation. By engaging with the communities impacted by our decisions, we can create an alignment between community needs and improved outcomes.

Before you fill out this section, consider how you will include the voices of impacted equity-deserving groups and the budget you will need to do so. For accessible and inclusive engagement, account for budget considerations such as facilitated focus groups, targeted outreach, translation or interpretation services, honoraria, meals, transportation, child minding and administrative costs for surveys. In addition, if your identified community is a staff group, consider how you will engage employees without access to computers, those who work outdoors, those who work longer shifts, work casually or outside of business hours.

1. **Are the equity-deserving groups you identified involved and providing input into your proposal?**

If so, how?

If not, how will you engage them?

Consider: How will people share feedback about the impact of your proposal? (i.e. surveys, focus groups, public engagement sessions)

2. **How will you measure your proposal's impact on the equity-deserving groups you identified (e.g., feedback from community members, survey, number of people from equity-deserving groups represented/served)?**

Consider: Have you prepared well for community engagement? What do you feel unprepared for? How can you draw on the support of subject matter experts or training to ensure better preparation?

Part 4: What will you do?

1. As a result of what you have learned through research and community engagement, what needs to change and how will you achieve that change?

Remember: Change happens in stages and steps. This first proposal may mean making small changes, with a plan to do more when budget and time allows.



Use this table to help you plan for change.

What Needs to Change?	Steps to Achieve the Change	Timeline for change to occur	Who will be responsible for this change?



3. **What have you learned through this process? What has been made more difficult?**

4. **Do you have any further reflections on this process, or the changes implemented by this proposal?**





Did you know?

Our Anti-Racism and Anti-Oppression Team London page hosts links to several documents like our workforce census, information sheets and corporate procedures to help with your proposal. The Anti-Racism and Anti-Oppression Division is here to support. Please email us at arao@london.ca with questions or to book a consult.

Anti-Racism and Anti-Oppression





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The City of London has acknowledged that systemic racism and oppression exist within our Corporation and our community. The formation of the Anti-Racism and Oppression Division is a direct result of that acknowledgement.

Hyde Park Business Improvement Association
"Businesses Working Together to Foster a Vibrant Community"



March 17, 2022

City of London
300 Dufferin Ave.
London ON
N6B 1Z2

Attention:
City Clerk; Barb Westlake-Power, MPA

Dear Barb,

We are writing to notify the City that there has been a change to the directors of the Hyde Park BIA Board of Management:

On February 16th, 2022 the Hyde Park BIA Board approved Kelsey Watkinson, owner of Curley Brewing Company to sit on the Hyde Park Business Improvement Association Board of Management.

Please let us know if you require any further information. Many thanks,

On behalf of the Hyde Park BIA Board of Management

Donna Szpakowski; General Manager / CEO

Hyde Park Business Improvement Association
"Businesses Working Together to Foster a Vibrant Community"



September 8, 2022

City of London
300 Dufferin Ave.
London ON
N6B 1Z2

Attention:
City Clerk; Barb Westlake-Power, MPA

Dear Barb,

We are writing to notify the City that there has been a change to the directors of the Hyde Park BIA Board of Management:

On September 8th, 2022 the Hyde Park BIA Board of Management accepted the resignation of Jean Coles; effective August 31, 2022; and

On September 8th, 2022 the Hyde Park BIA Board approved Vickie Balazs, owner of JAYDANCINC Inc to sit on the Hyde Park Business Improvement Association Board of Management.

Please let us know if you require any further information. Many thanks,

On behalf of the Hyde Park BIA Board of Management

Donna Szpakowski; General Manager / CEO