

Agenda Including Addeds

Strategic Priorities and Policy Committee

10th Meeting of the Strategic Priorities and Policy Committee

February 28, 2023

3:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated 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).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Metis and Inuit people today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

Members

Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelosa, D. Ferreira, S. Hillier

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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: 2023 Assessment Growth Funding Allocation

Date: February 28, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the 2023 Assessment Growth Funding Allocation Report **BE RECEIVED** for information.

Executive Summary

This report details the annual allocation of assessment growth funding to civic service areas and boards and commissions that incur costs to provide services due to growth in accordance with the Assessment Growth Policy. A total of \$11,929,798 of expenditures has been allocated to approved business cases from the \$14,110,771 of available funding (\$12,773,658 of funding from 2023 assessment growth, \$1,337,113 funding from prior year carryover). The residual amount has been applied as per policy.

Linkage to the Corporate Strategic Plan

Council's 2019 to 2023 Strategic Plan for the City of London prioritizes "Building a Sustainable City" as a key area of focus, under which "responsible growth" is identified as an individual strategy. The allocation of assessment growth funding ensures that the City is growing in a manner that is consistent with long-term financial sustainability.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee, meeting on January 30, 2023, Agenda Item 2.3, Assessment Growth for 2023, Changes in Taxable Phase-In Values, and Shifts in Taxation as a Result of Reassessments:

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=96817>

2.0 Discussion and Considerations

Assessment growth generally refers to the additional property taxes collected from new and/or expanded homes and businesses. It is the net increase in assessment attributable to new construction less adjustments resulting from assessment appeals and property tax classification changes. While assessment growth results in additional property taxes collected through the tax levy, these new/expanded homes and businesses expect to receive the same municipal services as existing taxpayers.

Assessment growth is used to fund the extension of municipal services provided to the existing property tax base (e.g., garbage pickup, snow plowing, road maintenance, etc.). A further explanation of assessment growth can be found in the City of London's "Finance Flicks": What is Assessment Growth?

<https://www.youtube.com/watch?v=xlrfy9eZ898>

Assessment growth cases are submitted annually and assessed against the Municipal Council approved Assessment Growth Policy (<https://london.ca/council-policies/assessment-growth-policy>). Civic service areas, boards & commissions that incur costs to provide services due to growth are required to submit business cases to the Deputy City Manager, Finance Supports or designate. The business cases provide justification and rationale for the assessment growth funding requests and include a description of the need for growth funding, the associated financial impacts as well as metrics.

Moody's Investors Service, the City's credit rating agency, has recognized the City's Assessment Growth framework in its annual review of the credit worthiness of the City, both as a contributing factor in generating positive fiscal outcomes through fiscal planning and a mechanism for reducing debt issuance with any surplus funding.

It should be noted that assessment growth is separate from development charges. Assessment growth is added to the tax levy and collected via property taxes, with property owners responsible for these ongoing property taxes. In contrast, development charges are paid by new development upon the issuance of a building permit. Development charges fund the capital costs associated with construction of new municipal infrastructure required to support new developments. Development charges do not pay for operating costs or infrastructure renewal.

Each year, weighted assessment growth is calculated as it generates incremental tax revenue. For 2023, the weighted assessment growth is 1.82%, amounting to \$12,773,658. This amount, along with the prior year carryover of \$1,337,113 is available to fund costs associated with an expanding and growing city for 2023. The total assessment growth funding available for 2023 is summarized as follows:

Assessment Growth Funding Available	Amount
Weighted Assessment Growth at 1.82%	\$12,773,658
Prior Year Assessment Growth Carryover	\$1,337,113
Total Assessment Growth Funding Available	\$14,110,771

Allocation of 2023 Assessment Growth

The following table provides a summary of the approved 2023 assessment growth business cases for costs due to a growing and expanding City. Please refer to Appendix A for the corresponding assessment growth business cases outlined in the allocation summary.

Case Number	Service Grouping and Case Description	Total Funding	Permanent Funding	One-Time Funding ¹
1	Garbage Recycling and Composting: Recycling Collection	109,215	109,215	
2	Garbage Recycling and Composting: Garbage Collection	601,287	121,287	480,000
3	Garbage Recycling and Composting: Composting	22,473	22,473	
4	Garbage Recycling and Composting: Contribution to Solid Waste Renewal Reserve Fund	24,000	24,000	
5	Neighbourhood and Recreation Services: Sportsfield Maintenance	54,488	54,488	
6	Parks and Urban Forestry: Parks Maintenance	258,956	258,956	
7	Parks and Urban Forestry: Planning and Design	29,848	29,848	

Case Number	Service Grouping and Case Description	Total Funding	Permanent Funding	One-Time Funding ¹
8	Parks and Urban Forestry: Forestry Operations	160,506	160,506	
9	Fire Services: New Aerial Company	627,573	627,573	
10	Fire Services: New Station 15	833,044	833,044	
11	Police Services: Increase Complement	3,957,525	3,406,932	550,593
12	Land Ambulance ²	1,759,000	1,759,000	
13	Roadways: Street Lights Maintenance	45,666	45,666	
14	Roadways: Traffic Signal Maintenance	44,358	44,358	
15	Roadways: Roadway & Winter Maintenance, Planning & Design	559,224	559,224	
16	Corporate Services: Information Technology Services	450,135	450,135	
17	Corporate Services: Employee Systems and Payroll Services	214,248	214,248	
18	Corporate Services: Purchasing	142,926	142,926	
19	Corporate Services: Asset Management	1,953,176	1,953,176	
20	Public Support Services: Taxation	82,150	82,150	
Total 2023 Assessment Growth Business Cases		11,929,798	10,899,205	1,030,593

1. One-time funding will be carried forward to the following year as a permanent source for future growth costs.

2. Represents costs related to a growing city and growing demand for the service from the 2023 Annual Budget Update, Budget Amendment Case P-7 Land Ambulance – Additional Resources to Address Service Pressures.

3.0 Financial Impact/Considerations

According to the Assessment Growth Policy, any remaining funding is allocated as follows:

- 1) 50% to reduce authorized debt on a one-time basis; and
- 2) 50% to the Capital Infrastructure Gap Reserve Fund on a one-time basis.

The following table summarizes 2023 Assessment Growth utilization.

2023 Assessment Growth (AG) Allocation Summary	Amount
Total AG Funding Available	\$14,110,771
Permanent Service Area Requests	-\$10,899,205
One-Time Service Area Requests ¹	-\$1,030,593
AG Funding Remaining after Business Case Requests	\$2,180,973
Policy Allocation:	
50% Debt Reduction on a One-Time Basis ¹	-\$1,090,487
50% Capital Infrastructure Gap Reserve Fund on a One-Time Basis ¹	-\$1,090,486

Note 1: One-time allocations from 2023 will be carried forward as available funding in 2024 - total of \$3,211,566.

In addition to the one-time benefits of debt reduction and contribution to the Infrastructure Gap Reserve Fund, the carry-forward amounts will be critical to ensuring funding is available to support significant anticipated growth needs in future years. For

example, it is expected that additional Police resources will be requested over multiple years. The City also typically receives an annual assessment growth case from London Transit Commission (LTC); however, due to continuing impacts from the COVID-19 pandemic (recently returning ridership, employee resourcing, supply chain issues) there has been deferral of the implementation of additional service hours for this year. It is anticipated that LTC assessment growth cases will be submitted during the 2024-2027 Multi-Year Budget period.

Assessment growth costs can vary year-over-year, depending on the service. For example, some services may have variable growth costs that increase on a one-to-one ratio or linear pattern with growth each year, while others may have “step-up” costs that increase after a threshold level of growth is crossed. An example of a “step-up” cost would be a packer for garbage collection, required once a threshold level of additional stops are added.

Conclusion

Assessment growth from new development generates incremental tax revenue. Many services are required to be extended due to this growth. These approved allocations will provide funding for the costs incurred in maintaining those services.

Prepared by: Martin Galczynski, CPA, CA, CIM, Manager, Financial Planning & 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

2023 Assessment Growth Business Case #1

Service Grouping: Garbage Recycling and Composting
 Service: Recycling Collection
 Description of Case: Expand collection of recycling to newly constructed curbside and multi-residential households.

1. Current State

a) Description of Current Services Provided

The City currently provides recycling collection services to approximately 129,800 curbside household units and 58,800 multi-residential units. Every year collection of recycling must be expanded to include newly constructed homes that receive curbside collection and multi-residential collection. These services are provided by a private sector service provider.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Recycling Collection Operations – Curbside and Multi-Residential Collection	\$8,590,000	Not Applicable	Not Applicable

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Recycling Collection Operations – Curbside	129,800
Recycling Collection Operations – Multi-Residential	58,800

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$59.20 per curbside household unit
\$15.38 per multi-residential unit

e) If this is a Contracted Service, what is the Percentage Contracted Out?

100 %

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Not Applicable – Contracted to Private Service
 Unit of Measure: Not Applicable – Contracted to Private Service

2. Operating Request

a) Description of request and impacts.

Expect to add approximately 1,650 curbside household units and 750 multi-residential units in 2023. Additional resources will be required to collect for these new homes and multi-residential units. This request ensures that the City can maintain established levels of service for recycling collection in new and previously existing areas of the City.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$59.20 per curbside household	1,650 curbside units added	\$97,680
\$15.38 per multi-residential unit	750 multi-residential units added	\$11,535
Total Operating Request		\$109,215

d) Description of Growth in Metric and Rationale

The growth metric is the number of households and multi-residential units added. Construction of homes and multi-residential units has a direct correlation to a growing City.

Additional household and multi-residential unit forecasts based on assuming growth of 1.27% in curbside household units and 1.27% growth in multi-residential units.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$109,215	\$0	\$109,215
Capital	\$0	\$0	\$0
Total	\$109,215	\$0	\$109,215

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental	All activities of recycling collection are part of current and future climate change actions (mitigation).
Socio-economic Equity	Collection of recyclables is undertaken to meet the waste diversion needs of all groups in London. The request ensures new curbside household units and multi-residential units receive the same service as existing households.
Governance	Not proceeding with the proposed Assessment Growth case may result in not being able to provide equal levels of service to all curbside and multi-residential units because of City growth. The proposed Assessment Growth case will be monitored through the semi-annual operating budget review process.

2023 Assessment Growth Business Case #2

Service Grouping: Garbage Recycling and Composting
 Service: Garbage Collection and Disposal
 Description of Case: Every year collection of garbage, including leaf and yard waste collection, must be expanded to include newly constructed homes that receive curbside collection and multi-residential collection.

1. Current State

a) Description of Current Services Provided

The City currently provides garbage collection services to approximately 129,800 curbside household units and 58,800 multi-residential units. Every year collection of garbage and leaf and yard waste must be expanded to include newly constructed homes that receive curbside collection and multi-residential collection.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Garbage Collection Operations - Curbside and multi-residential collection including leaf and yard waste.	\$9,500,000	61	67.7

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Garbage Collection Operations - Curbside	129,800
Garbage Collection Operations - Multi-Residential	58,800

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$49.97 per curbside household unit
\$35.35 per multi-residential unit
\$7.47 per curbside household unit (leaf and yard waste collection)

e) If this is a Contracted Service, what is the Percentage Contracted Out?

5%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Rear Loading Packer

Unit of Measure: One packer per 6,000 to 8,000 stops/units, average annual internal rental rate of approximately \$88,809 (currently, may change in future years).

Garbage collection vehicles based on service type:

- Rear packers used generally for curbside and townhomes complexes, small businesses and downtown litter bins (garbage and the upcoming Green Bin program);
- Rear packers fitted with tippers to provide service to specific locations with limited space;
- Side loading packers used generally for litter bin pickup and specific curbside areas; and
- Top loading packers generally for bin service at multi-residential buildings, City-owned facilities such as arenas, parks, buildings, and several non-profit locations (e.g., nursing homes, Boys and Girls Club, women’s shelters, Men’s Mission, Merrymount, St. Vincent, London Food Bank, Old East Village), etc.

2. Operating Request

a) Description of request and impacts.

Expect to add approximately 1,650 curbside household units and 750 multi-residential units in 2023. Additional resources will be required to provide collection services to these new homes and multi-residential units. This request ensures the City is able to maintain established levels of collection service for garbage and leaf and yard materials in new and previously existing areas of the City.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	1.6	\$121,287

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$49.97 per curbside household	1,650 curbside units added	\$82,450
\$35.35 per multi-residential unit	750 multi-residential units added	\$26,512
\$7.47 per curbside household (leaf and yard waste)	1,650 curbside units added	\$12,325
Total Operating Request		\$121,287

d) Description of Growth in Metric and Rationale

The growth metric is the number of households and multi-residential units added. Construction of homes and multi-residential units has a direct correlation to a growing City.

Additional household and multi-residential unit forecasts based on assuming growth of 1.27% in curbside household units and 1.27% growth in multi-residential units.

3. Capital Request

a) Capital Request

SW6055 - Top Loading Packer	Permanent	One-Time	2023 Total
Garbage Packer	\$0	\$480,000	\$480,000
Total Expenditure	\$0	\$480,000	\$480,000

b) Description of request and impacts

The need for a new packer is determined by:

- number of new stops to collect (curbside versus multi-residential – see item 2 c);
- number of stops that have switched service type;
- weight of garbage to be picked up per route;
- weight of garbage per load;
- type of collection point to serve;
- aesthetics of the collection stop and ability to influence property owner;
- distance travelled and time needed to collect a standard beat.

On average, a packer of some type is added about every 4 to 5 years (between 6,000 and 8,000 stops/units). Growth packers have been added to the fleet in recent years as follows:

- 2015 new top loading packer (added in 2015);
- 2019 new rear packer requested (added in early 2020).

An evaluation has been undertaken and a new rear loading split packer is required to meet customer needs and service requirements in late 2024/early 2025, however funding must be available to order the unit in 2023.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$121,287	\$0	\$121,287
Capital	\$0	\$480,000	\$480,000
Total	\$121,287	\$480,000	\$601,287

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental	All activities of waste and yard waste collection are part of current and future climate change actions (mitigation).
Socio-economic Equity	Collection of waste and yard materials is undertaken to meet the disposal and waste diversion needs of all groups in London. The request ensures new curbside household units and multi-residential units receive the same service as existing households.
Governance	Not proceeding with the proposed Assessment Growth case may result in not being able to provide equal levels of service to all curbside and multi-residential units because of City growth. The proposed Assessment Growth case will be monitored through the semi-annual operating budget review process.

2023 Assessment Growth Business Case #3

Service Grouping: Garbage Recycling and Composting
 Service: Recycling and Composting
 Description of Case: Composting of leaf and yard waste that is collected curbside and dropped off at one of the EnviroDepots.

1. Current State

a) Description of Current Services Provided

The City collects yard materials and fall leaves from homes (approximately 129,800 curbside homes). These materials can also be dropped off at the EnviroDepots by residents. Approximately 28,000 tonnes of material were composted in 2021.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Composting of leaf and yard materials	\$2,313,053 (excluding collection but includes EnviroDepot operations)	Not Applicable	Not Applicable

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Households	129,800

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$13.62 per household*

*Cost per Unit of Measure is calculated based on the incremental cost of leaf and yard material composting, noting that the 2023 Operating Budget (noted above) includes other operational costs that may not factor into the incremental cost.

e) If this is a Contracted Service, what is the Percentage Contracted Out?

100%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Not Applicable – Service Contracted

Unit of Measure: Not Applicable – Service Contracted

2. Operating Request

a) Description of request and impacts.

Expect to add approximately 1,650 household units in 2023. The addition of these households will add additional materials that will either be picked-up curbside or delivered to one of the EnviroDepots for composting. This request ensures the City is able to accommodate the cost of composting this additional material as a result of growth.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$13.62 per household	1,650 households	\$22,473
Total Operating Request		\$22,473

d) Description of Growth in Metric and Rationale

The growth metric is the number of households added. Construction of homes has a direct correlation to a growing City.

Additional household forecasts based on assuming growth of 1.27% in household units.

3. Capital Request

Not Applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$22,473	\$0	\$22,473
Capital	\$0	\$0	\$0
Total	\$22,473	\$0	\$22,473

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental	<p>Composting of leaf and yard materials prevents methane emissions that would result from other methods of management such as landfill for these materials.</p> <p>The request ensures that prunings, trimmings, and unwanted materials from Londoners' investment in natural vegetative landscaping, bushes, shrubs, and trees is managed in an environmentally responsible manner.</p>
Socio-economic Equity	<p>Composting of leaf and yard materials is undertaken to meet the waste diversion needs of all groups in London.</p>
Governance	<p>Not proceeding with the proposed request may result in budget pressures associated with this service as landscaped (bushes, trees, and shrubs) households mature and produce more growth. The ability to implement more affordable alternatives such as home composting is also occurring; however, the ability to manage large volumes of yard waste on-site is generally limited to households with a strong connection to the environment.</p> <p>The proposed Assessment Growth case will be monitored through the semi-annual operating review process. The growth of these organic management practices is part of the goal of the 60% Waste Diversion Action Plan.</p>

2023 Assessment Growth Business Case #4

Service Grouping: Garbage Recycling and Composting
 Service: Garbage Collection and Disposal
 Description of Case: Increase the contribution made to the Solid Waste Renewal Reserve Fund to cover the capital cost to construct waste disposal capacity to accommodate City growth.

1. Current State

a) Description of Current Services Provided

Every year long-term disposal capacity requirements increase because of the newly constructed homes that receive curbside collection of garbage, multi-residential units that receive multi-residential collection and waste from City operations serving these areas (e.g., more street sweepings). There is a need to increase the contribution to the Solid Waste Renewal Reserve Fund to cover capital costs associated with this growth. The City currently provides collection and disposal services to approximately 129,800 curbside and 58,800 multi-residential units.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Disposal of waste generated for curbside and multi-residential household units and City operation yards.	\$2,866,920	Not Applicable	Not Applicable

Note: Contributions to the Solid Waste Renewal Reserve Fund vary based on tonnage received at W12A for disposal.

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Tonnes of non-chargeable waste disposed of	47,800

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$15.00 per tonne*

*Incremental cost based on historical average operating cost per tonne, noting that the 2023 Operating Budget (noted above) includes other operational costs that may not factor into the incremental cost.

e) If this is a Contracted Service, what is the Percentage Contracted Out?

100% of capital projects and approximately 65% of operating budget

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Constructed waste disposal capacity.
Unit of Measure: Tonne of waste disposal capacity consumed.

2. Operating Request

a) Description of request and impacts.

Expect to add approximately 1,650 curbside household units (assume 1.27% growth) and 750 multi-residential units in 2023 (assume 1.27% growth).

Each year approximately 2,000 to 3,000 stops/units are added which generates between 1,000 and 1,500 tonnes of garbage (0.5 tonnes of garbage per stop). City operations (e.g., street sweepings from roads, garbage from parks, etc.) typically bring approximately 40,000 to 45,000 tonnes of waste to the landfill each year. This quantity is expected to grow by about 400 tonnes per year as new roads and parks are built to service growth.

The growth in the City will require an increase in contributions to the Solid Waste Renewal Reserve Fund of \$24,000 (1,600 tonnes x \$15/tonne). Existing operations are not impacted by this small amount of waste that arrives, rather an operating budget contribution to the reserve fund is required. The reserve fund is utilized as a funding source to cover the capital cost of waste disposal capacity to accommodate City growth.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$15 per tonne	1,600 tonnes	\$24,000
Total Operating Request		\$24,000

d) Description of Growth in Metric and Rationale

The growth metric is the number of tonnes sent to W12A for disposal as new curbside and multi-residential units are added to the City as well as tonnes of street sweepings etc. sent for disposal as a result of growth.

Additional household and multi-residential unit forecasts based on assuming growth of 1.27% in curbside household units and 1.27% growth in multi-residential units.

3. Capital Request

Not Applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$24,000	\$0	\$24,000
Capital	\$0	\$0	\$0
Total	\$24,000	\$0	\$24,000

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental	All activities at the W12A Landfill site are designed and implemented as part of current and future climate change actions from both mitigation and adaptation perspectives.
Socio-economic Equity	Funding the replacement cost for waste disposal capacity that is consumed is undertaken to meet the future waste disposal needs of all groups in London.
Governance	Not proceeding with the proposed Assessment Growth case may result in inadequate funding from the residential tax base to replace waste disposal capacity that is consumed as a result of City growth.

2023 Assessment Growth Business Case #5

Service Grouping: Neighbourhood and Recreation Services
 Service: Sports Services
 Description of Case: As a result of City growth, new sports parks are added yearly to the Parks and Open Space system and require immediate maintenance.

1. Current State

a) Description of Current Services Provided

Across the City’s premier sports field system, 130 hectares of sports parks comprised of 60.5 premier fields requires mowing, litter collection, pathway cleaning, and bench and fencing maintenance.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Parks and Horticulture	\$1,770,845	1	12.65

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Hectares (Ha)	130
Premier Fields (Municipal Benchmarking Network Canada)	60.5

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$13,622 per hectare
\$29,270 per field

e) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Trucks, trailers, tractors, and small handheld equipment.

Unit of Measure: Various crew compositions.

2. Operating Request

a) Description of request and impacts.

Lands are added to the Sportsfield system through acquisitions and through a formal subdivision assumption process. For 2022, the City added 4 hectares of new sports park land.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$13,622 per hectare	4 hectares	\$54,488
\$29,270 per field	N/A	\$0
Total Operating Request		\$54,488

d) Description of Growth in Metric and Rationale

Lands are added to the parks inventory through a formal subdivision assumption process. These new sports parks require maintenance to deliver the product at an acceptable service level for the customer.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$54,488	\$0	\$54,488
Capital	\$0	\$0	\$0
Total	\$54,488	\$0	\$54,488

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Socio-economic Equity	Environmental	Governance
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Environmental	Maintenance of new sports park lands will require additional vehicle hours, leading to minor increase in green house gas emissions.
Socio-economic Equity	This assessment growth request does not have a significant impact on equity deserving or other vulnerable groups. Rather, it will help to provide the resources to keep up with the growth of our sportfield needs and help to maintain existing service levels. It is anticipated that no significant negative impacts will result from this request and therefore consultation with stakeholders is not applicable.
Governance	There are no identified risks should this request be approved. Civic Administration will be monitoring the progress, results and impacts and will be reporting though the appropriate monitoring process. However, if not proceeded with, existing service levels will decline as the park system continues to grow.

2023 Assessment Growth Business Case #6

Service Grouping: Parks and Urban Forestry
 Service: Parks and Horticulture
 Description of Case: As a result of City growth, new parks, roadside features, pathways, and park amenities are added yearly to the Parks and Open Space system and require immediate maintenance.

1. Current State

a) Description of Current Services Provided

Across the City’s Parks and Open Space system, 2,841 hectares (Ha) of parkland requires mowing, litter collection, pathway cleaning and plowing, playgrounds safety maintenance and horticultural maintenance. The Parks Operations Team also maintains the grounds at numerous City facilities like arenas, community centers, City Hall, and Museum London.

Lands are added to the parks inventory each year through a formal subdivision assumption process.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Parks and Horticulture	\$8,972,593	8	80.4

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Hectares of New Land	2,841

d) Current Cost by Unit of Measure

Cost/Unit of Measure
Hectares of New Land = \$3,158 per hectare

e) If this is a Contracted Service, what is the Percentage Contracted Out?

2 to 10% is contracted out for the provision of irrigation system maintenance and horticulture roadside features.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Trucks, trailers, tractors, and small handheld equipment.

Unit of Measure: Various crew compositions.

2. Operating Request

a) Description of request and impacts.

Lands are added to the Parks and Open Space system each year through acquisitions and through a formal subdivision assumption process the following February. The 2023 assessment growth request is for parks that were formally added to the parks system in February 2022, a year behind the actual maintenance which starts upon assumption. For 2022, the City added 82 hectares.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	4.0	\$163,451

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$3,158 per hectare.	82 hectares	\$258,956

d) Description of Growth in Metric and Rationale

Lands are added to the parks inventory each year through a formal subdivision assumption process. These new parks require maintenance from the day of assumption and are in full public use at that time. These new lands and amenities require mowing, litter collection, pathway cleaning and plowing, playgrounds safety maintenance and horticultural maintenance from the day that they are installed. There will be a combination of summer staffing (8+), rental equipment (pick-up trucks), and contracted services to maintain the additional growth items.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$258,956	\$0	\$258,956
Capital	\$0	\$0	\$0
Total	\$258,956	\$0	\$258,956

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
Environmental	Maintenance of new park lands will require additional vehicle hours, leading to minor increase in carbon emissions. However, well maintained parks motivate Londoners to use active transportation systems that the City has developed and reduce automobile dependence.	
Socio-economic Equity	This assessment growth request does not have a significant impact on equity deserving or other vulnerable groups. Rather, it will help to provide the resources to keep up with the growth of our park system needs and help to maintain existing service levels that will improve equity and promote physical health. It is anticipated that no significant negative impacts will result from this request and therefore consultation with stakeholders is not applicable.	
Governance	There are no identified risks should this request be approved. Civic Administration will be monitoring the progress, results and impacts and will be reporting through the appropriate monitoring process. However, if not proceeded with, existing service levels will decline as the park system continues to grow.	

2023 Assessment Growth Business Case #7

Service Grouping: Parks and Urban Forestry
 Service: Parks and Natural Areas Planning and Design
 Description of Case: This Service provides the professional staff to plan the City’s parks and open space system and design, tender and supervise construction on new parks, and provide technical input into planning and development processes.

1. Current State

a) Description of Current Services Provided:

This service provides the professional staff to plan and manage the City’s 2,841 Hectares (Ha) of parks and open space system. Staff plan, design, tender and supervise construction for new parks of many types - neighbourhood, district, City-wide, sports, urban, civic spaces, open space and woodlands. They provide technical expertise to specialized amenities such as skate parks, dog parks, playgrounds and event spaces. This team plans, designs and builds the Thames Valley Parkway and other pathway systems and provides technical input into planning and development processes. This team also provides advice to other Service Areas regarding parkland acquisition, landscape design, and they support Parks Operations, Sports Operations and Forestry Operations.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Parks and Natural Areas Planning and Design	\$1,033,516	9	9.3

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Hectares of Parkland	2,841 Ha

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$364/Ha

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Consultants may be utilized to complete planning and design work until sufficient growth funding is accumulated to hire another FTE.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Not Applicable

Unit of Measure: Not Applicable

2. Operating Request

a) Description of request and impacts.

Professional and technical staff provide key planning and design services for the City’s parks and open space system. As the City grows, it continues to acquire more lands for parks and natural areas that require these professional services.

Upon acquisition, each new area requires planning, design and construction of new amenities. All of these projects also require public consultation. Staff levels to support this process need to keep up with growth.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$364 per Ha	82 Ha	\$29,848
Total Operating Request		\$29,848

d) Description of Growth in Metric and Rationale

Each year additional parklands are acquired through development processes or through land acquisition and the overall parks and open space system grows in size. Staff levels to support the planning and design of these new lands needs to keep up with growth.

The 2023 assessment growth ask is for parks that were formally added to the parks and open space system in February 2022. This value represents 82 Ha of new parkland for a new total of 2,923 Ha (managed in 2022).

3. Capital Request

Capital request for infrastructure renewal of Parks is done by Corporate Asset Management Services.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$29,848	\$0	\$29,848
Capital	\$0	\$0	\$0
Total	\$29,848	\$0	\$29,848

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental	As a general rule, the creation, design, implementation and maintenance operations of London’s Park and Open Space system is completed with the goal of protecting/enhancing existing ecological features/tree canopy, hard surfacing and servicing solutions are minimized to ensure positive infiltration and features are constructed with the goal of encouraging active uses (ex. biking) that helps further reduce the need for vehicle trips.
Socio-economic Equity	This assessment growth request does not have a significant impact on equity deserving or other vulnerable groups. Rather, it will help to provide the resources to keep up with the growth of our park system needs and help to maintain existing service levels. It is anticipated that no significant negative impacts will result from this request and therefore consultation with stakeholders is not applicable.
Governance	There are no identified risks should this request be approved. Civic Administration will be monitoring the progress, results and impacts and will be reporting through the appropriate monitoring process. However, if not proceeded with, existing service levels will decline as the park system continues to grow.

2023 Assessment Growth Business Case #8

Service Grouping: Parks and Urban Forestry
 Service: Urban Forestry (Forestry Operations and Urban Forestry)
 Description of Case: Growth is required for new trees to be planted on boulevards, open spaces in recently assumed subdivisions and woodlands.

1. Current State

a) Description of Current Services Provided

Urban Forestry provides professional operational (tree planting, pruning, removal and emergency) and technical services. It also develops policies, guidelines, strategies, by-laws and plans related to tree preservation, care and maintenance and forest health concerns. Management Plans are created for newly assumed woodlands that improve upon biodiversity and community experience. Forestry is also the lead for the City’s Tree Protection By-law.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Forestry Operations and Urban Forestry	\$5,675,995	28	31.5

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Number of Trees	206,739
Woodlands	474
Hectares of Forested Area	1,250

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$20.47 per tree ¹
\$2,000 per woodland ¹
\$296.95 per hectare forested area ¹

¹Cost per unit of measure is calculated based on International Society of Arborists rates and Urban Forestry Division supported woodlots/parcels.

e) If this is a Contracted Service, what is the Percentage Contracted Out?

40%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Various internal and contracted fleet and equipment.

Unit of Measure: 2 to 3 staff per vehicle depending on type of vehicle.

2. Operating Request

a) Description of request and impacts.

7,280 new trees (Reforest London, City plantings and parks planning), 5 assumed woodlands with trees and 5 hectares of forested area.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
N/A	N/A	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$20.47 per tree	7,280 trees	\$149,021
\$2,000 per woodland	5 woodlands	\$10,000
\$296.95 per hectare forested area	5 hectares of forested area	\$1,485
Total Operating Request		\$160,506

d) Description of Growth in Metric and Rationale

Newly planted trees, woodlands and forested areas are added as part of newly assumed subdivisions.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$160,506	\$0	\$160,506
Capital	\$0	\$0	\$0
Total	\$160,506	\$0	\$160,506

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental	Adding new trees and forested areas increases canopy and helps reduce greenhouse gases. It also helps the City of London increase resilience to extreme weather.
Socio-economic Equity	The addition of trees and woodlots provide many benefits to the City that include but are not limited to quality of life enhancements by providing shade, beauty, increased property values and continue our progress towards meeting the goals of the Urban Forest Strategy.
Governance	Not proceeding with this funding request will lead to lesser tree and woodland maintenance and care.

2023 Assessment Growth Business Case #9

Service Grouping: Fire Services
 Service: Fire & Rescue Services
 Description of Case: The London Fire Department is requesting operating costs for a new Aerial Apparatus to service an increasing number of high-rise buildings.

1. Current State

a) Description of Current Services Provided

There are currently 23 frontline vehicles and 14 Fire Stations located throughout the City. Of these, there are 3 frontline Aerial Apparatus that are in service for high building firefighting operations.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Fire & Rescue Services	\$66,033,434	389	392.5

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
# of Front Line Fire Vehicles*	20

*Does not include Command Cars

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$3,301,672 per Front Line Fire Vehicle

e) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Fire Station, Fire Apparatus Vehicle, Personal Protective Equipment & Other Equipment.

Unit of Measure: One Fire Apparatus Vehicle accommodating 3 Firefighters per Platoon on rotating 24 hour basis.

2. Operating Request

a) Description of request and impacts.

This request adds an additional Aerial Company to provide aerial coverage to respond to the number of new buildings that are high-rises as well as those three stories or greater. The continually increasing number of these taller buildings throughout the whole City creates additional specialized risks that the current resources are being taxed to cover. The current three Aerial Companies are travelling further and with increased population comes an increased number of responses also. There has been an average increase of 750 units in higher buildings per year from 2009-to date. With the anticipation of 2 people per unit, there are approximately 1,500 additional people per year moving into higher buildings. Over a 10-year period that is a service increase of over 15,000 people in high buildings. The current three aerial devices have responded to increased number of calls for service per year. The chart below shows the year and total calls for service for the current three aerial apparatus.

	2015	2016	2017	2018	2019	2020	2021
Total Calls/Year	3,894	3,880	3,920	3,930	4,268	3,892*	4,468

*Calls were down in 2020 due to pandemic shutdown, trend continues upwards

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
15	15.0	\$2,433,200

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$2,510,292 per Vehicle	1 Vehicle	\$2,510,292 / 4 = \$627,573
Total Operating Request		\$627,573

d) Description of Growth in Metric and Rationale

The Operating allocation (Growth area x unit of measure cost of service) actually equates to \$3,301,672 (cost per vehicle x 1 additional vehicle) but the actual cost of adding this vehicle is lower as it will be staffed by three firefighters per platoon where many of the vehicles are staffed by four and there are no additional support staff being added. The Assessment Growth request is being allocated over the four years of the 2020 to 2023 Multi-Year Budget in order to minimize the annual impact of this request on the City’s annual Assessment Growth funding. This request includes increases in maintenance, equipment, technology, and training costs.

3. Capital Request

The capital for the aerial apparatus and related equipment is partly funded through development charges and is already included in the ten-year capital plan.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$627,573	\$0	\$627,573
Capital	\$0	\$0	\$0
Total	\$627,573	\$0	\$627,573

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Socio-economic Equity	Environmental
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Environmental	<p>This assessment growth request does not have an impact on the City of London’s net-zero greenhouse gas emissions targets, noting the minimal impact associated with the additional aerial truck. With an additional aerial company the London Fire Department will have additional resources to respond to incidents related to extreme weather events. A consultant was hired to review apparatus requirements as part of the Fire Master Plan. Municipal data regarding building stock consisting of numbers and locations of both low-rise and high-rise buildings in the City of London, were used for this review.</p>
Socio-economic Equity	<p>Fire provides services to all residents of London, including those in marginalized communities. Many high-rise buildings are home to people who rent and could include a larger portion of vulnerable populations. Many services are provided by the Suppression Division to support the needs of vulnerable populations and to enhance their safety. These groups include those living in community non-profit housing, the elderly population, and newcomers to Canada. As the City of London continues to grow and residential areas push the urban boundary, we are seeing additional high-rise buildings being built and not all in the downtown core. London is seeing high rise buildings in all areas of the city as we continue to not only grow out but also up. The additional aerial will assist in maintaining current levels of service to all residents as the city expands. Positive impacts would be high including decreased response times for aerials and increased number of apparatuses in the city to respond to emergency events citizens face. There are no significant anticipated negative impacts resulting from the assessment growth request. This amendment did not have any significant impacts that required consultation with stakeholders.</p>

Governance	There have been no identified risks of approving this assessment growth request. There are risks associated with the increased number of buildings in London over three stories. This number has been increasing exponentially with a total of 1,237 in September 2019. Risks could include increased response time for aerial units. The progress, results and impacts will be monitored and communicated through the Municipal Benchmarking Network Canada data as well as internal benchmarking with regard to response times as a whole and individual apparatus response time.
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2023 Assessment Growth Business Case #10

Service Grouping: Fire Services
 Service: Fire & Rescue Services
 Description of Case: The London Fire Department is requesting operating costs for new Station 15 to serve southeast London.

1. Current State

a) Description of Current Services Provided

There are currently 14 Fire Stations located throughout the City providing fire and rescue services to the citizens of London. This request is to add staffing and other operating costs for new Station 15 to serve southeast London. Residential growth within the Old Victoria subdivision and Summerside (both within Jackson Planning District east of Highbury Ave) is expected to reach 5,000 units in the next 10 years. Residential growth within Argyle, Glen Cairn, Hamilton Road and Jackson (all areas impacted by the current stations and the new station) we estimate will increase by more than 1,769 units by 2024. The estimated population for 2025 was 420,760 but as of mid-2022, the City’s population is already over 423,000.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Fire & Rescue Services	\$66,033,434	389	392.5

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
# of Fire Stations	14

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$4,716,674 per Fire Station

e) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Fire Station, Apparatus Vehicle, Personal Protective Equipment & Other Equipment.

Unit of Measure: One Station & one Fire Apparatus per this size station accommodating 4 Firefighters per Platoon on rotating 24-hour basis.

2. Operating Request

a) Description of request and impacts.

Due to growth in the southeast area of the City a new Fire Station is required. This request is to fund the operating costs of the new station.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
20	20.0	\$3,168,155

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$3,332,174 / Station	1 Station	\$3,332,174 / 4 = \$833,044
Total Operating Request		\$833,044

d) Description of Growth in Metric and Rationale

The Operating allocation (Growth area x unit of measure cost of service) actually equates to \$4,716,674 (cost per station x 1 new Station) but the actual cost of adding this station is lower as the number of firefighters being added is less than the current average number per station and there are no additional support staff being added. The Assessment Growth request is being allocated over 4 years in order to minimize the annual impact of this request on the City's annual Assessment Growth funding. This request includes increases in maintenance, equipment, technology, and training costs.

3. Capital Request

The capital expenditure for the station and related equipment is partly funded through development charges and is already included in the ten-year capital plan.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$833,044	\$0	\$833,044
Capital	\$0	\$0	\$0
Total	\$833,044	\$0	\$833,044

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Socio-economic Equity	Environmental
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Environmental	<p>The design team is working with Passive House to include things such as ability to cut total energy costs, fewer simpler mechanical systems (where applicable), high quality ventilation and cutting total energy costs by 65% or more and reducing our carbon footprint using their guiding principles. This will set the precedent for future planning of carbon neutral facilities.</p>
Socio-economic Equity	<p>Fire provides services to all residents of London, including those in marginalized communities. Many services are provided by Suppression to support the needs of vulnerable populations and to enhance their safety. These groups include those living in community non-profit housing, the elderly population, and newcomers to Canada. As population in the City of London continues to increase an additional fire station will allow London Fire Department to continue providing the current level of service to all citizens regardless of socio-economic status. The level of impact will be high. A lot of vulnerable populations are close to the city centre and an additional station will allow us to avoid redirection of city centre vehicles to other areas in the perimeter.</p>
Governance	<p>As the city continues to expand and grow, the London Fire Department will continue to monitor the metrics used for planning purposes when determining the strategic, future location and/or relocation of fire stations and fleet over the next ten years. Of these metrics, response times is one that does provide quantifiable data that indicates if there are changes to the level of service with increased population, traffic, and incident volume. These metrics were taken into consideration when identifying the needs for the development of Station #15. Therefore, the risk of not proceeding would result in an increased response time to citizens of London during their time of emergency. Increased population and residential growth out to urban boundaries mean more citizens to serve and longer time to respond.</p>

6. Other Information

Currently, Station 5 in Glen Cairn and Station 10 in Argyle cover not only the residential area in Jackson Planning District but are also responsible for coverage within the growing industrial areas to the east and south. In order to provide appropriate residential coverage at all times (within Argyle, Glen Cairn and Hamilton Road) a new Station 15 is needed to provide coverage for the growing population in Jackson, the growing industrial areas and Highway 401. With the increasing residential population in each of the response areas currently covered (Stations 5, 10, 2), the call volume for these stations is increasing. The location for Station 15 will be the southeast corner of Hamilton Rd and Commissioners Rd E. This location allows for a 4 minute response time in this new response area with limited overlap into Station 5 and 10 response areas. This time is in accordance with NFPA 1710, where 4.1.2.1 (3) states, "240 seconds or less travel time for the arrival of the first engine company at a fire suppression incident" and (7) "240 seconds or less travel time for the arrival of a unit with first responder with automatic external defibrillator (AED) or higher-level capability at an emergency medical incident". As an additional resource to call on for significant events, Station 15 would be strategically placed to be called in for assisting Station 5, 10, 2, and 9. With the implementation of Station 15, the surrounding stations would be able to remain in service in their home response areas while Station 15 is responding to events in this new area. With the increasing call volume per population increase, this addition becomes essential to properly meet the expectations of the residents and businesses in the noted area.

2023 Assessment Growth Business Case #11

Service Grouping: Protective Services
 Service: London Police Service
 Description of Case: Increase complement to address growth needs.

1. Current State

a) Description of Current Services Provided

Police Officer duties, as laid out in the Police Services Act, have the responsibility for preserving the peace, preventing crimes, assisting victims of crime, apprehending criminals, laying charges & participating in prosecutions, emergency response, and all administrative functions associated with these duties. This all-encompassing mandate is required 24/7/365. The specific functions of police officers and administrative staff tasked with these duties are further informed by various statutes, common law and case law, all of which impact workload independent of population size, but most certainly are impacted by population growth. The City of London’s population is currently estimated to grow from 424,300 to 429,700 in 2023.

Further, Police Service Boards, and by extension, Police Services, are tasked with ensuring efficient and effective service delivery, which necessitates the engagement of civilian staff, often in administrative and support roles.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
London Police Service	\$137,310,729	900	900

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Population	424,300

d) Current Cost by Unit of Measure

Cost/Unit of Measure
Gross Operating Budget / Population \$137,310,729 / 424,300 = \$323.62

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Percentage Contracted Out
N/A

f) Assets Currently Used to Provide Service and Unit of Measure:

Assets	Unit of Measure
Vehicles	1 per 3.5 Patrol Officers
Technology (Computers/Docks/Monitors/Tablets)	Related to each position (requirements vary)
Police Equipment	Required for each police position

2. Operating Request

a) Description of request and impacts.

In order to keep pace with the growth within the City of London, provide adequate and effective police service to a growing City, and to close the frontline staffing gap, the London Police Service is seeking a total of 24 Full-Time Equivalent positions (20 Police and 4 Civilian) for 2023. These positions are representative of both frontline and support roles. Support roles are integral to ensure the most effective delivery of service to the citizens of London.

There is a nexus between population growth, the positions requested and community safety. Efforts have been made, internally, to identify efficiencies, restructure internal work groups to maximize effective service delivery, and technology has been introduced to support it all. Every position requested has a role to play in keeping the citizens in the City of London safe. Where possible, positions have been “re-purposed”; however, it is not possible to repurpose any other positions to meet the needs this request represents.

The specific requests are outlined in the “Other Information” section.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
23	24	\$3,406,932

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$323.62	5,400	\$1,747,548
Calculated Operating Request		\$1,747,548
Request Exceeding Growth Metrics		\$1,727,745
Total Operating Request		\$3,475,293

For further details on request exceeding growth metrics, see “4. Summary of Request” section.

d) Description of Growth in Metric and Rationale

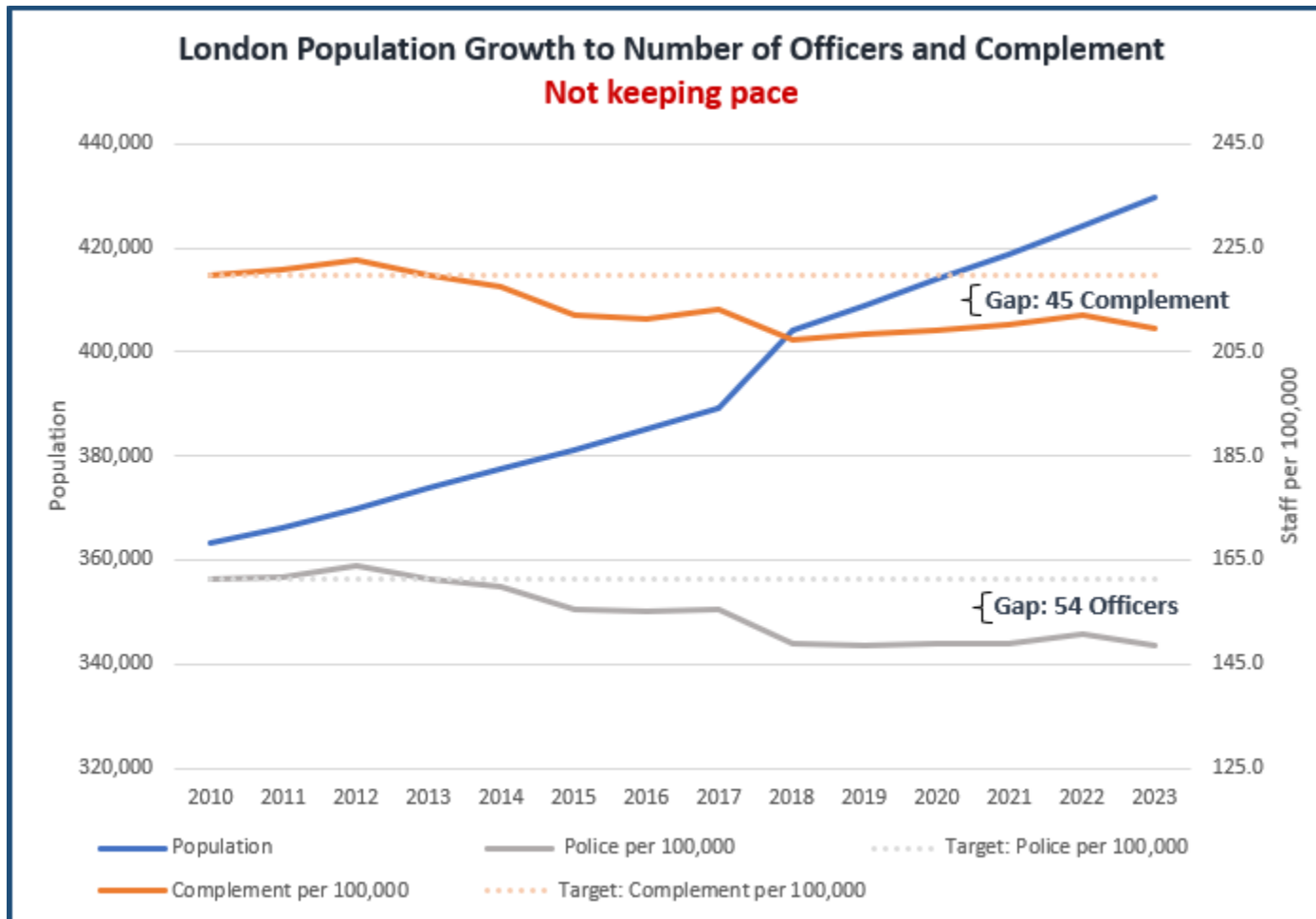
The population growth of the City, in addition to workload growth, necessitates this request. Administrative (support) positions are required to facilitate effective and efficient service delivery. The addition of the support positions eliminates the need to pay sworn officers to perform a task more appropriately performed by a civilian, thereby keeping the officers on the street to engage in their legislated duties. It is impossible to continually add more frontline employees without also increasing support staff to manage the backend (administrative) workload.

Population growth, density and intensification impact demands for policing. Traditional thinking is that where there is a greater population, greater police resources are required. This includes both proactive and reactive police activities combined with impacts to those in support roles within the organization (e.g. Communications, Human Resource Management, Training, and Facilities). Recent developments, for example the Old East Village and downtown revitalization, impact population density and will require more resources to maintain public safety and respond to calls. Strategic initiatives introduced by the City to attract and retain population downtown will increase these effects.

Increased population translates to increased demands for policing within the community. According to Statistics Canada, the population of the City of London in 2021 grew to 422,324, up 10% from 383,822 in 2016. The downtown core has specifically seen a 12% increase in growth.

While the population has been steadily increasing, the measurement of Police Officers and Civilian Staff per 100,000 Population has declined since 2012. The result is an ever-widening gap; for example, to maintain a Staff: Population ratio of 219.9 to 100,000 (from 2010), a total of 45 Staff (sworn and civilian FTE) would be required for 2023. If we only consider sworn members (police to 100,000 population), the gap is even more startling. A total of 54 sworn members would be required to maintain a ratio of 161.3 to 100,000 population for 2023.

London Police Service will be implementing a plan to mitigate this gap in a staged manner over a 3-year period (inclusive of this year) through the Assessment Growth process.



A culture of effectiveness and inherent drive for efficiencies within the London Police Service (LPS) assists in managing operational requirements and workload demands despite the gap. In an audit completed during 2015, PWC states that:

“LPS has a lower actual operating cost per capita. This means there are strong cost reduction measures at LPS around non-personnel expenses. It could also indicate that the same level of service is being provided, but at a better price.”

The LPS is a very lean Organization, and a lean Organization is less able to absorb losses in personnel and funding while trying to meet or exceed community demands and needs.

Regular investments in London Police Service human resources through Assessment Growth funding is of considerable benefit; however, it is only allowing the Organization to try and keep pace with existing services, and not introduce new or improved service delivery. In truth, with increasingly high numbers of members absent from the workplace, owing to occupational stress injury, and increasingly more complex investigations, the LPS is unable to maintain the service delivery it once was able to provide.

3. Capital Request

a) Capital Request

Capital Project Number and Description:	Permanent	One-Time	2023 Total
PP431423 – Replacement Police Vehicles	\$0	\$329,591	\$329,591
PP429123 – Police Equipment	\$0	\$32,538	\$32,538
PP429523 – Police Technology Equipment	\$0	\$65,103	\$65,103
PP444423 – HQ Major Repairs	\$0	\$55,000	\$55,000
Total Expenditure	\$0	\$482,232	\$482,232

b) Description of impacts

The overlap of shifts that Constables work do not align. It is not advisable to have a delay in an ability for a Constable to access a vehicle. There is insufficient capacity with existing inventory necessitating the requirement for 5 additional vehicles (one vehicle is required for every 3.5 Patrol Officers). An in-car mobile radio is required for each vehicle outfitted for patrol. There are sufficient funds in Police Portable Radio User Gear Replacement capital project (PP4405) to accommodate one-time in-car mobile radio and portable radio user gear funding requirements.

Each of the positions requested require technology to support daily tasks. This includes computers, monitors, laptops and tablets for example.

Outfitting costs associated to police positions include necessary equipment such as body armour (external vests and carriers). London Police Service is required to provide appropriate equipment to comply with its duty to protect the health and safety of its officers.

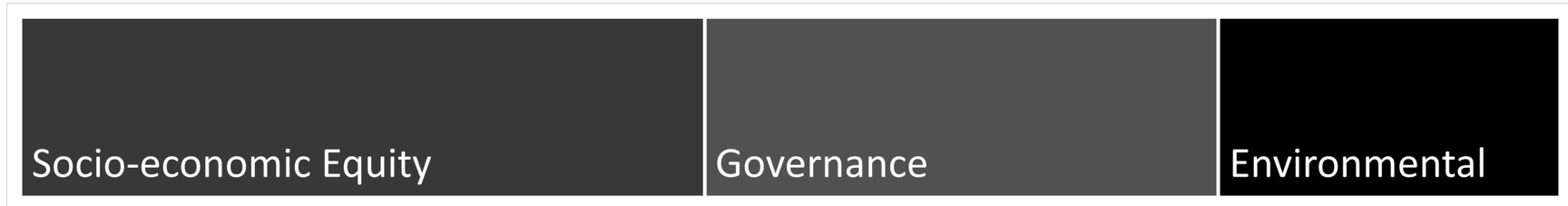
Space renovations are required to Headquarters (601 Dundas Street) to properly house these positions, which includes expansion of locker/storage space for frontline officers.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$3,406,932	\$68,361	\$3,475,293
Capital	\$0	\$482,232	\$482,232
Total	\$3,406,932	\$550,593	\$3,957,525

The Operating allocation (Growth area X unit of measure cost of service) actually equates to \$1,747,548 (5,400 residents X \$323.62/resident). The requested amount is higher than the growth calculation for 2023 but is necessary to provide the staffing resources requested for 2023 to address growth pressures and to account for prior years' lower level funding requests compared to calculated operating allocations. This is anticipated to recur in next year's assessment growth case given the multi-year plan to mitigate the resource gap. The total operating request includes a portion of permanent funding for ongoing IT, uniform, training, and vehicle maintenance (\$51,444), as well as one-time expenditures for setup costs.

5. Environmental, Social and Governance (ESG) Considerations



Environmental	Funding is being sought for personnel. LPS frontline vehicles are moving toward hybrids. While availability of stock is a concern, there is no environmental impact concern.
Socio-economic Equity	<p>The LPS follows a 21-point Diversity, Equity and Inclusivity Plan that focus on providing an inclusive workplace. This is the approach to all new hiring.</p> <p>The funding for additional frontline officers will allow the LPS to be more responsive to community needs and specifically to our diverse and vulnerable communities. Public safety may be impacted if this business case is not approved.</p> <p>The funding to support our Practical Skills and Academic Training Units will ensure all staff are properly informed on all matters related to equity, diversity and inclusivity. Additionally, this funding will ensure frontline personnel are trained on tactics specific to de-escalation and responding to vulnerable members of the community.</p> <p>The position descriptions noted provide a more detailed explanation of the funding requests for each of these positions, in addition to others.</p>
Governance	<p>Operational effectiveness will most certainly be impacted by not having the required staff to respond to calls for service, manage human resources, train current and new members or provide supervision (a key risk mitigation factor), and efficiency will suffer.</p> <p>In addition, the LPS provides a number of monthly updates to its Police Services Board. Many of these are public documents and communicated in a public forum.</p>

6. Other Information

Assessment Growth is being relied on as the sole means for staffing increases again this year. The LPS current multi-year budget submission was predicated on the position of being able to make baseline growth requests. The unexpected economic downturn (related to Covid) has exasperated very low staffing levels at the LPS.

Fifteen (15) Constables, two (2) Sergeants Patrol Operations (front line) – Additional Positions

Frontline constables are the primary responders to emergency calls in the City. It has been well-established that the workload demands on the LPS continue to increase, and despite nominal increases in staffing, the gap between the number of police officers to population continues to grow. The LPS continues to fall further behind provincial & national averages for officers to population ratios. (LPS is currently 145 officers per 100,000, versus provincial average 181, national average 191 (Police Resources, Canada).

The increase in population and widening staffing gap is further exasperated by a 30.2% increase in violent offences (2020 to 2021) which require greater time to investigate, resulting in a reduced ability to provide timely response to non-violent crimes, despite having one of the highest property-crime rates in the province and significantly higher than provincial and national averages. The provincial property crime rate is 2,349/100,000, while London's rate is 4,346/100,000, nearly 86% higher. London's Overall Crime Severity Index (CSI) (88.6) increased by 9.4% and is substantially higher than both the provincial (56.2) and national (73.6) CSI (Statistics Canada).

The population and associated intensification of housing and infrastructure is driving increased demands for police service (criminal and non-criminal response); this required LPS to redeploy officers in 2021 who were primarily dedicated to crime prevention as well as the proactive Community Oriented Response (COR) Unit to the frontline to meet the demand that has exceeded our capacity. Responding to crime (Law Enforcement) is just one of five mandatory core functions of policing (Law Enforcement, Crime Prevention, Victim Support, Emergency Response and Public Order Maintenance). The request to fund 15 patrol Constables will address the Law Enforcement demand and allow LPS to begin to repopulate the COR Unit that supports crime prevention. The addition of 2 patrol Sergeants will allow for a proper supervision ratio, ensure effective oversight, and further mitigate risk in frontline service delivery.

Two (2) Part-Time Communications Operators – Additional Positions

The LPS is a Public Safety Answering Point (PSAP) for the City of London and the County of Middlesex. All 9-1-1 calls within this geographic area are first answered by LPS Communications Operators. The radio system infrastructure supports police, fire, ambulance, and environmental services.

Communications Operators answer 9-1-1 calls and internally generated queries. There was a modest staffing increase of two operators in 2021 and 1 in 2022. The Association of Public Safety Communications Officials (APCO) International is the standard in the Industry for determining staffing levels. The staffing formula indicates that 50 Communication Operators are required to operate the LPS Communications Section, the current complement of LPS Communication Operators is only 41.

Current service demands continue to be met through significant amounts of overtime. In 2019, Communication Operators worked on average an additional 156.4 hours of overtime, 173 hours of overtime per Operator in 2020 and 163 hours of overtime per Operator in 2021. Although the amount of overtime per Operator decreased slightly in 2021 when compared to 2020 data, this additional workload remains high and continues to cause a significant impact to employee wellness.

In 2022, a workload demand analysis was conducted which demonstrated that adding two (2) part-time operators (1 FTE) during peak call volume times would produce the greatest efficiency.

The CRTC has mandated that 9-1-1 services be provided to deaf, hard of hearing, and speech-impaired communities. This new technology serves as a foundation for required capabilities, including multi-media communications (i.e., photos, video) that will be required for the next generation of 9-1-1 (NG9-1-1). This will impact the duties of Communications Operators significantly because of slower, more complex processes. At the same time, these enhancements will support a more informed response by emergency personnel. Existing resources are insufficient to manage this pending change in service. It is appropriate to advise the Board that as the switch-over to the next generation of 9-1-1 draws nearer, more time will be required to train existing staff members, and significantly more people will be required to manage the new connections and processing of 9-1-1 information being received.

One (1) Human Resources Specialist – Additional Position

The growth of the City has resulted in the growth of the LPS. In 2022, Payroll (5 FTE) merged with HR (6 FTE). LPS has an authorized strength of 900 FTE, this represents a ratio of 1.2 per 100 employees. According to Bloomberg BNA's HR Department Benchmarks and Analysis report, the standard ratio is 1.4 full-time HR staff per 100 employees. In comparison, LPS is below the industry standard. The funding sought for this position will have a corresponding impact on the ability of the Human Resources Branch to be able to manage people and processes. As it stands, the LPS struggles to meet its HR obligations, and is required to outsource work to other areas of the Organization, including relying on accommodated officers to perform HR functions. Quite simply, Human Resource Support has not kept pace with the number of staff working at the LPS. Prior to July 2021, the LPS HR department was managed, and primarily staffed with, sworn officers. The complexities of managing an organization, such as the LPS, are significant and inherently risky, in terms of ensuring compliance with various labour law and human resource practices.

In addition to the internal work required to be performed, the increasingly diverse nature of the City requires a diverse workforce at the LPS. To recruit employees of a diverse nature, LPS must engage in outreach to attract candidates within the community, many of whom may not otherwise consider a career with the LPS, or face barriers to such a career. This is consistent with the City's direction and plans. Currently, the LPS Human Resources Branch does not have a resource dedicated solely to civilian recruitment and employee movement; therefore, this position will assist with this process, among performing other duties.

There are two streams of hiring at LPS – sworn member recruiting and civilian member recruiting. Sworn member recruiting is almost entirely externally focused, with hundreds of applications received and reviewed annually, while civilian vacancies must first be attempted to be filled internally, with full-time employees, before being offered to part-time and/or temp employees, prior the position(s) being posted externally. The internal process creates a trickle-down workload impact as a vacancy filled internally opens a corresponding vacancy to be filled. The entire process can easily exceed 50 hours of time, per posting, and is entirely dependent on attrition, making it nearly impossible to forecast workload. As an employer of choice, each external job posting results in a considerable number of external applicants per vacancy.

As of August, 2022, 28 new external civilian positions have been filled (from 1,012 applications), versus 21 positions filled in all of 2021 (from 643 applications).

One (1) Detective Constable, Sexual Assault and Child Abuse Section – Additional Position

The Sexual Assault and Child Abuse Section (SACAS) investigates allegations of sexual assault, child abuse and physical or emotional abuse of elders. All three areas have seen significant year-over-year increases and the complexity of these investigations has grown considerably as case law and best practices evolve. Sexual assault, child abuse and elder abuse cause significant harm to victims/survivors as well as the community.

According to the most recent Census data, the population of London has increased 10% from 383,822 (2016) to 422,324 in 2021. The number of children in London aged 0 to 14 years has increased 11.5%. The number of elderly persons aged 65 and older has increased 17.7%.

Sexual assaults reported to the LPS have increased by 42% over a three-year period (2019 – 375 cases, 2020 – 419 cases, 2021 – 532 cases). From January 2022 to June 2022, 294 sexual assaults were reported to the LPS – representing a 24% increase comparing to the same period for 2021. Investigations involving allegations of sexual and physical abuse, criminal negligence and fail to provide necessities of life where the victim is under the age of 16 increased by 34% over a three-year period (2019 – 293, 2020 - 300, 2021 – 393). Investigations involving allegations of physical and/or emotional abuse of elders increased by 178% over a three-year period (2019 – 14, 2020 – 19, 2021 – 39).

These investigations are incredibly sensitive to manage and are often highly scrutinized when errors are made. Adding an additional constable to this Unit will assist in managing the increasing workload, mitigate risk and better support vulnerable victims of crime.

Two (2) Maintenance Technicians – Additional Positions

The LPS facilities Maintenance Technicians provide varying levels of maintenance to nine different buildings/structures, each at their own location. The original police headquarters building situated at 601 Dundas Street is over 50 years old. With aging infrastructure, more frequent maintenance, repairs, and renovations are required. LPS Headquarters (HQ) is a complex facility which houses a gun range, forensics lab and detention unit - all which require frequent and specialized maintenance compared to regular office space. The growth of sworn and administrative staff continues to place increasing pressure on building infrastructure that is already at capacity, which results in more maintenance requests and repairs.

The International Facilities Management Association (IFMA) recommends for office type buildings each facilities staff member should be responsible for approximately 65,000 sq'. LPS has 4 Maintenance Technicians who are responsible for approximately 297,500 sq' (73,375 sq' per technician). Requests for maintenance are submitted to an Automated Facilities Request System. Currently there are over 213 open facilities requests in the system backlogged compared to 104 open facilities requests for the same period last year. As a result of this backlog, overtime has increased by 14.6% (2018 - \$29,402, 2019 - \$29,453, 2020 – \$31,914, and 2021 - \$33,720) and burnout of staff has been observed. The addition of maintenance technicians is greatly needed to support the growth of the service and remain in compliance with the Occupational Health and Safety Act. These support positions cannot be underestimated as they are critical in facilitating effective and efficient service delivery.

One (1) Constable, Practical Skills Unit – Additional Position

The Constables assigned to the Practical Skills Unit are responsible for providing Use of Force training to all sworn members, Special Constables, Cadets, and training of Cadet Recruits (new officers). Training includes, but is not limited to firearms, heavy weapons, baton, Conducted Energy Weapon (taser), OC Spray, handcuffing in addition to de-escalation techniques, practical skills scenario training, defensive tactics, high-risk vehicle stops, search warrant execution, and less lethal shield techniques.

The Practical Skills Unit currently has a compliment of 7 Constables with the last Constable position being added in 2017. Since 2017, the sworn compliment has risen from 605 (2017) to 639 (2022), an increase of 34 members. Although seemingly small, this increase results in a significant amount of required training. For example, pistol requalification takes 4 hours per person – an additional 136 hours of instruction annually. Use of Force (OC, baton, handcuff) takes 3 hours per person – an additional 102 hours annually. In 2017, there were 209 qualified CEW operators. In 2022 there are 233 qualified CEW operators, an increase of 24 members. It takes 20 hours to train a new CEW operator and 4 hours to qualify them each year. An increase in 24 operators equates to 576 hours of instruction total, and 96 additional hours annually.

There has been an increase in the number of Use of Force incidents involving subjects carrying a weapon. In 2021, this included 113 firearms (an 8.7% increase over 2020) and 83 edged weapons (a 20.3% increase over 2020). There was also a year over year increase in the number of weapons calls for service between 2018 and 2021 (based on final type). This includes a 15.5% increase between 2021 and 2020, and a 35.6% increase between 2021 and the previous three-

year average (2018 to 2020). As most Use of Force incidents are related to weapons, this trend highlights the importance of ongoing training for our officers that is realistic and reflective of current issues.

One (1) Constable, Academic Training Unit – Additional Position

The Academic Training Unit is responsible for researching, developing, implementing, maintaining, coordinating, and presenting academic training for all police and civilian personnel of the LPS. The Unit was formed in 2007 when the LPS complement consisted of 787 members. This Unit was and continues to be staffed with only one Sergeant. The authorized complement of the LPS is now 900 members (an increase of 14.4 %).

A recent scan showed the Sergeant in the Academic Training Unit spends on average 1,477 hours per year in a teaching/facilitating role (approximately 71% of one FTE). After factoring in holidays and related leave entitlements, only 7% of available time remains. It is clear from this calculation that the remaining time is insufficient and does not allow for program development/delivery and/or research.

To further illustrate this training volume, for every recruit (new Constable) intake class, the Academic Unit is responsible for delivering 5 weeks of London specific course material to the recruit class – 2 weeks before the recruit attends the Ontario Police College (OPC) and 3 weeks following OPC. On average, 3 OPC intakes are held each year which equates to 200 instructional hours per intake or a total of 600 instructional hours per year, dedicated only to new constables. The Academic Training Unit is responsible for training all sworn and civilian personnel.

Additionally, the Academic Training Unit has been impacted by changes in course delivery at the Ontario Police College. Aside from Basic Constable Training, fewer courses are being offered at the College itself which shifts course delivery back to the individual police services to manage.

Training needs and requirements are continually changing. As societal issues emerge, best practices change and as a result, the training standards change. Adding a Constable to the Academic Training Unit will improve capacity of the Unit, mitigate organizational risk, and improve service delivery to the most vulnerable and community at large.

2023 Assessment Growth Business Case #12



2023 Annual Budget Update Budget Amendment # P-7

Strategic Area of Focus: Strengthening our Community

Strategy: Deliver health protection and promotion programs guided by population health surveillance

Budget Amendment Type: Cost Driver

Description: Additional Land Ambulance Resources to Address Service Pressures

Service(s): Land Ambulance

Lead: Middlesex-London Paramedic Service
Anna Lisa Barbon, Deputy City Manager, Finance Supports

Budget Amendment Tax Levy Impact Table (\$ Thousands)

Tax Levy Impact Detail	2020	2021	2022	2023	2020 to 2023 Total
Annual Tax Levy Impact	N/A	N/A	N/A	\$0	\$0
Annual Incremental Tax Levy Impact	N/A	N/A	N/A	\$0	\$0
Estimated Annual Tax Levy Impact %	N/A	N/A	N/A	0.00%	0.00% Average
Estimated Annual Tax Payer Impact \$ ¹	N/A	N/A	N/A	\$0	\$0.00 Average

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

Additional Land Ambulance Resources to Address Service Pressures

What is the reason for the budget amendment?

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 call volumes up approximately 6% between January 1, 2022 and September 30, 2022 compared to the same period in 2021. 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 September 30, 2022, MLPS reported offload delays at London Health Sciences Centre increasing at a rate of 122% compared to 2021. MLPS is also in the process of finalizing its 2022-2026 Strategic Plan which will identify strategies to address these and other challenges facing the ambulance service. In addition to the pressures associated with growing demand, offload delays and resources required to implement their Strategic Plan, MLPS has identified inflationary pressures as further contributing to the financial challenges being faced. Based on these factors, the City of London has been advised that the City's share of the Land Ambulance budget for 2023 exceeds the previously approved budget and related contingencies. As a significant portion of the total budget increase is linked to a growing city and growing demand for the service (as articulated in the "Additional Details" section), Civic Administration recommends utilizing assessment growth funding, in alignment with the Assessment Growth Policy, to fund the additional resources required in 2023.

Operating Budget Table (\$ Thousands)

Land Ambulance	2020	2021	2022	2023	2020 to 2023 Total	2024 to 2029 Total
Previously Approved Net Budget (Tax Levy)	\$18,943	\$21,822	\$24,332	\$27,776	\$92,873	\$166,656
Amendment	N/A	N/A	N/A	\$1,759*	\$1,759	\$10,554
Amended Net Budget (Tax Levy)	\$18,943	\$21,822	\$24,332	\$29,535	\$94,632	\$177,210

Subject to rounding.

* As outlined in this amendment, a significant portion of the proposed budget increase is attributable to growth. It is recommended that this portion of the budget increase be funded through assessment growth funding in accordance with the City’s Assessment Growth Policy; in other words, utilizing assessment growth funding for growth-related costs to mitigate the tax levy increase of this amendment.

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:



Environmental	This budget amendment has limited impacts on emissions and no noteworthy climate resilience impacts. While additional ambulances will generate additional carbon emissions, this may be somewhat mitigated by potentially enabling MLPS to reduce reliance on shifting vehicles from county stations into the city and/or reducing the number of occasions when resources need to be called upon from neighbouring ambulance services. Reducing these instances will also help to reduce the emissions associated with those vehicle movements.
Socio-economic Equity	It is anticipated that this amendment will have positive impacts on vulnerable groups, particularly those who are experiencing physical and/or mental health challenges. The additional resources to be funded through this amendment will help to maintain and improve service levels being delivered by MLPS, including the ability to respond in a timely fashion to those experiencing health emergencies. While it is anticipated that the additional resources will have a highly positive impact, it is important to note that some of the challenges facing the land ambulance system are outside the control of MLPS, such as offload delays at hospitals, and therefore the achievement of positive impacts are contingent upon improvement (or no further deterioration) in these other factors.

Governance	There are a number of potential risks associated with not approving the additional resources associated with this budget amendment. First, from an organizational impact perspective, the additional resources will help to mitigate the burden on existing staff that are being stretched thin by the demands currently being experienced by the ambulance service. Additionally, a portion of the additional resources will be utilized for additional training to ensure staff remain up to date on the latest requirements. Furthermore, a portion of this budget increase is attributable to increased insurance costs, noting that maintaining adequate insurance is an important risk mitigation strategy for MLPS. Finally, and perhaps most importantly, not approving this budget amendment jeopardizes the ability of MLPS to comply with legislative requirements under the Ambulance Act and associated regulations.
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Additional Details

Based on information provided by, and discussions with the County of Middlesex, as the designated service system manager for the Middlesex-London Paramedic Service, the increase in the Middlesex-London Paramedic Service budget can be summarized as follows:

(all figures in \$000's)	2022	2023	\$ Increase	% Increase
Gross Expenditure Budget	\$52,088	\$61,385	\$9,298	17.9%
Funded by:*				
Province of Ontario	\$23,393	\$26,116	\$2,723	11.6%
County of Middlesex	\$4,691	\$5,734	\$1,043	22.3%
City of London	\$24,004**	\$29,535	\$5,531	23.0%
Total Funding:	\$52,088	\$61,385	\$9,298	17.9%

* Historically, approximately 50% of the Land Ambulance budget has been funded by a discretionary grant provided by the Province, noting that this typically involves a one-year lag as the grant is based on the prior year's approved budget. The remaining funding is provided by the City and County based on the Council-approved cost apportionment agreement for Land Ambulance (85% based on proportionate weighted assessment in the City and County, 15% based on proportionate call volumes).

** Actual City of London share for 2022 was slightly less than included in the City's approved 2020 to 2023 Multi-Year Budget.

Based on information provided by the County, the \$9.3 million increase in the total Middlesex-London Paramedic Service budget can be categorized as follows:

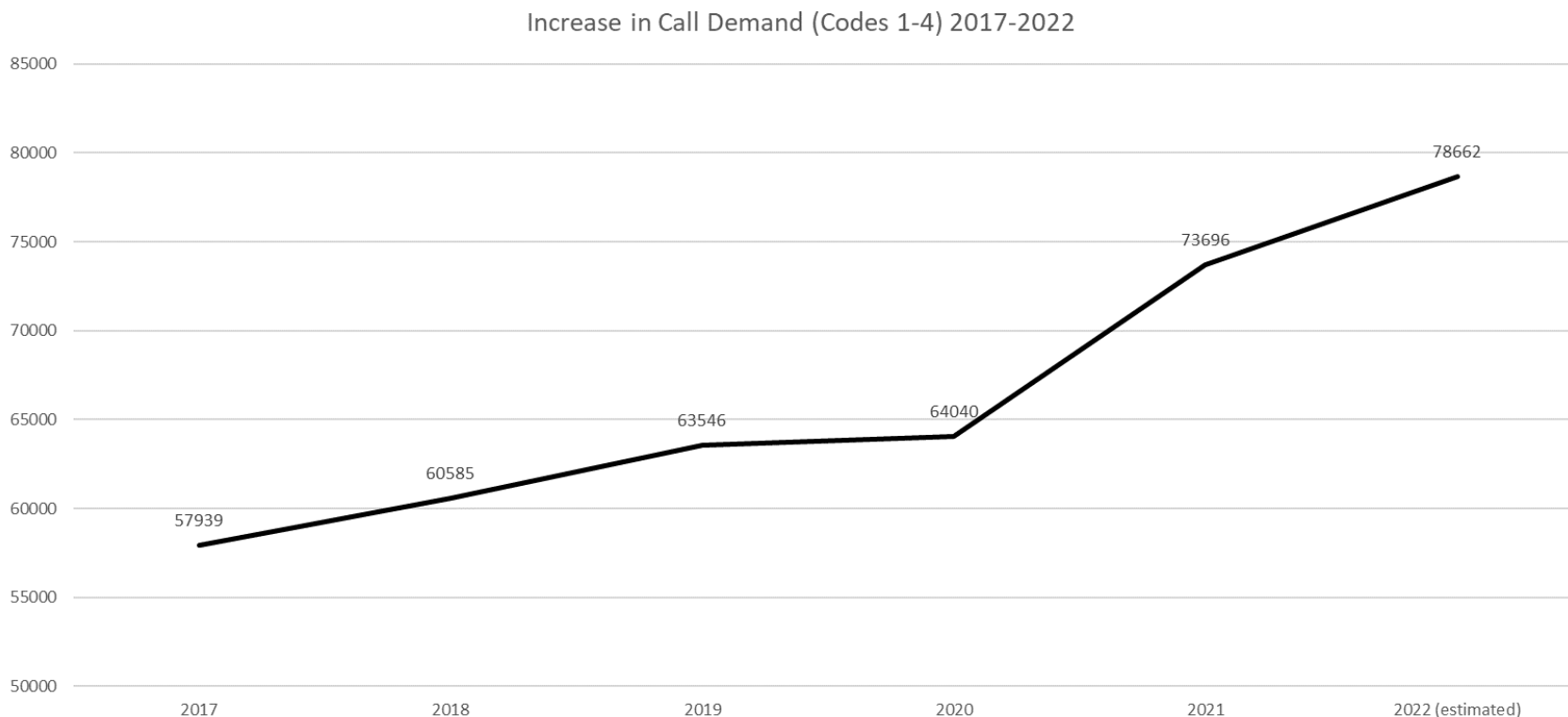
- Growth-related costs (\$4.1 million; approximately 44% of the total increase)
- Inflationary pressures (\$2.9 million; approximately 31% of the total increase)
- Increasing service demands (\$1.9 million; approximately 21% of the total increase)
- Legislative and risk management needs (\$0.4 million; approximately 4% of the total increase)

Growth-Related Costs:

The increased costs in the growth-related category include:

- New ambulances, equipment and staffing for the addition of one (1) new 24-hour vehicle and one (1) new 12-hour vehicle;
- Increased costs such as insurance for the new vehicles;
- Training directly related to new staffing for the additional vehicles;
- Additional costs for consumable supplies (medical supplies and equipment) for the new vehicles;
- Additional logistics and support staff to handle the additional ambulances in service and paramedic operations;
- Costs associated with new station builds that will accommodate more ambulances, paramedics and logistics as demand for service continues to grow.

The additional resources to manage service growth are intended to aid in addressing growing call volumes. As the following graph (provided by MLPS) illustrates, 2022 call volumes are projected to increase approximately 7% over 2021 volumes, on top of the 15% increase that was experienced in 2021:



There are a number of factors contributing to the increasing call volumes. Population growth is one factor, with the combined population of the City of London and County of Middlesex estimated to be approximately 500,000 people in 2021, up from 455,526 per the 2016 census, representing an approximate 10% increase over that period. However, population growth alone does not account for the call volumes increasing at a much faster rate as the graph above illustrates. Other contributing factors include changing demographics, increasing awareness and complexity of mental health issues, etc.

As noted, approximately 44% of the total budget increase is attributable to growth per the information received from the County. Applying this same proportion would indicate that up to \$2.4 million of the increase in the City's share relates to growth costs that would be appropriately funded through assessment growth in accordance with the Council-approved Assessment Growth Policy. However, as the shortfall relative to approved budgets is only approximately \$1.7 million, Civic Administration recommends funding that gap with assessment growth funding.

As part of the development of the MLPS 2022-2026 Master Plan, it has been identified that further increases to manage growth needs will be required in future years. The modelling completed to support the Master Plan indicates that average weekly vehicle hour requirements are likely to increase between 19% to 41% by 2026 depending on the level of growth experienced in the next few years. Per the Master Plan, if no other system changes are made, MLPS would require a 10% increase in resourcing over the next five years to manage a 19% increase in demand.

Inflationary Pressures:

The increased costs related to inflationary pressures include:

- Additional staffing and benefits costs in accordance with new collective agreement obligations (noting that the collective agreement has been settled since the original estimates were provided for the 2020-2023 Multi-Year Budget);
- Accelerating vehicle and liability insurance costs (insurance costs have increased by approximately 35%);
- Increased costs associated with vehicle operations (e.g. fuel, vehicle parts, maintaining older vehicles, etc.);
- Costs related to consumable supplies are increasing (e.g. medical supplies, oxygen, uniforms and equipment);
- Increasing lease costs based on existing lease obligations;
- Increase in the cost of replacing an ambulance and the associated equipment.

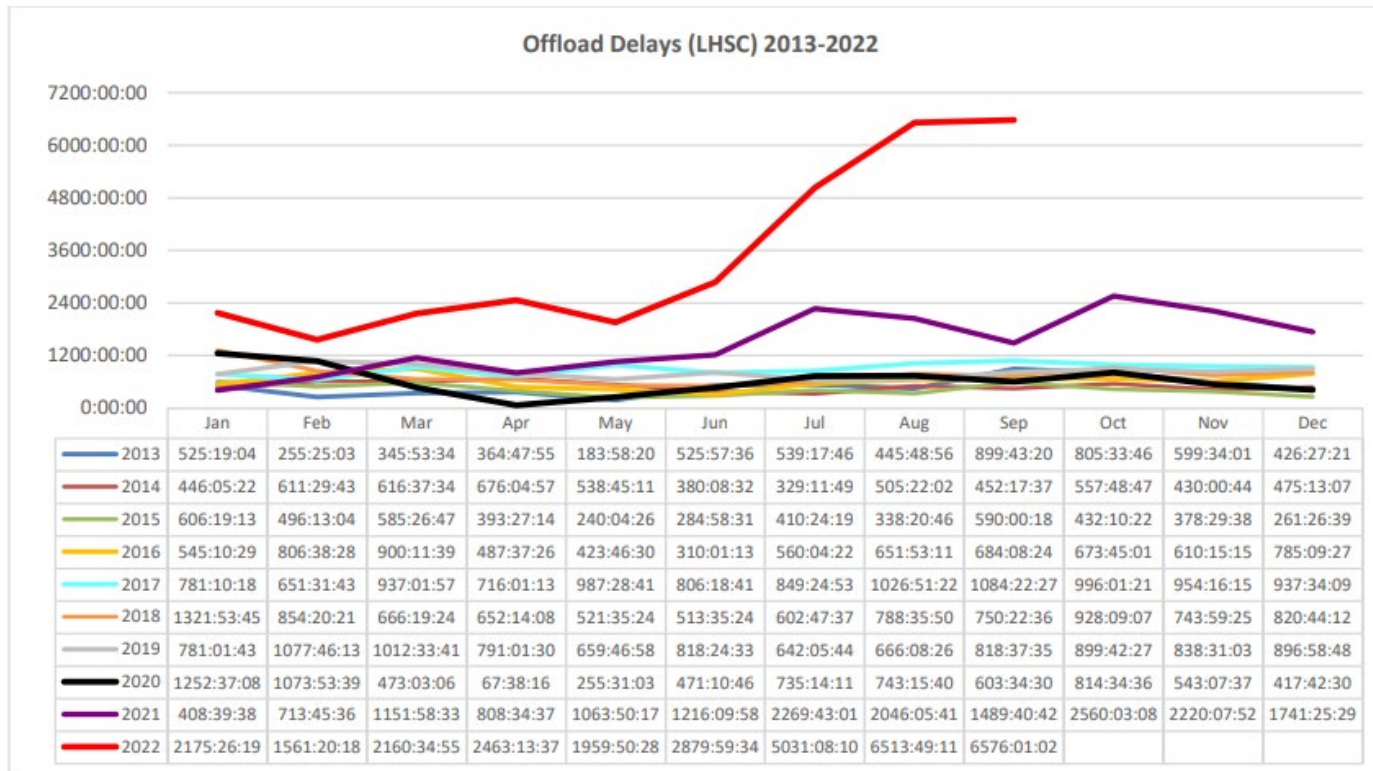
Increasing Service Demands:

This category reflects increased costs due to additional factors placing strain on the ambulance system, driven by:

- Offload delays;
- Sanctioned and unsanctioned special events, and joint response to events (additional resources to support events such as Homecoming and Rock the Park, noting that additional resources include staffing costs (paramedics, logistics and support staff) and external allied agencies);
- Investments in mental health supports and occupational health and safety training;

- Purchase of new ambulances to respond to the challenges of higher call volumes and higher ambulance usage rates;
- Increased costs associated with vehicle operations and consumable supplies (e.g. additional maintenance costs due to increased fleet size and calls).

The following graph, provided by MLPS, illustrates the total time lost due to offload delays at London Health Sciences Centre over the past 10 years. The red line represents 2022, while the purple line reflects 2021. As shown, the time lost to offload delays accelerated in the second half of 2021 and has continued to grow in 2022:



The causes and implications of the offload delays were summarized in MLPS's August 30, 2022 Paramedic System Status Update report to County Council:

“There are many factors which contribute the increasing of offload delays such as the sheer volume of patients that are brought into emergency departments by ambulance or private means. The acuity of patients, in that higher acuity patients require greater time in the emergency department reducing access to beds for other patients and are often subsequently admitted to hospital which further reduces the access to care spaces and the flow of patients in the department. COVID safety protocols and outbreaks still result in restricted access to care spaces and further inhibit access to beds and reduce flow in the emergency department and staffing levels within all departments (both the floors and in the emergency departments) reduce the capacity of the emergency department. The resulting bottleneck is felt in the emergency department where admitted patients wait for many hours (sometimes days) to be moved to a floor which removes access to that bed for emergency patients. Reduced staffing on the floors removes access to beds for admitted patients waiting in the emergency departments and lack of staffing in the emergency departments leads to patient care spaces being closed and inaccessible for emergency patients.

The net effect of all this is felt by MLPS. This bottleneck creates a backlog in which paramedics wait for hours in the back hallways with their patients. This is known as an “offload delay” but the problem is deeper than a simple delay in processing the patient. The impact is that there is no physical space or capacity for the emergency department to receive the patient and as such, the paramedics continue care which reduces the number of paramedic units (ambulances) available to respond to calls.”

According to same report, total offload delays in 2021 exceeded any other year by more than 3,700%. Further, “in 2022 to date (January 1 through July 31), MLPS has lost a total of 18,615 hours to offload delays at LHSC. This equates to 3.7 24-hour ambulances per day. The total number of offload delays being experienced each day is increasing as is the duration of each offload delay. The total number of offload delays has increased by 37.8% and the average length of each delay has increased by 46.39%.”

The offload delays are further compounded by the growth being experienced in the geographic service area. As noted in the aforementioned report, “When demand is high, and resources are impaired by offload delays the 911 system can enter into a “Code Zero”. Code Zero reflects that at that moment in time there are no available MLPS paramedic resources available to respond to 911 calls. Fluid deployment across the province of Ontario would result in the

dispatching of the closest ambulance from another county or catchment area but this increases the response time for citizens and places strain on our municipal neighbours. Code Zero status is declared by the Central Ambulance Communication Centre (CACC) and is released by the CACC. Data and control for these instances rests with CACC but since June 1, 2022, MLPS has experienced more than 57 instances of Code Zero.”

Legislative and Risk Management Needs:

This category includes increased costs to address emerging legislative and risk mitigation needs include:

- Additional specialized training in response to the changing dynamics and complexity of calls in the community;
- Increase in training costs to reflect the additional full-time and part-time staffing levels.

Other Information to Refer to:

Implementation of Key Recommendations from MLPS Strategic Plan, Report to County Council, Agenda Item 8.a: [8 a - CC - October 25 - 2022-10-25 ORH Key Recommendations \(escribemeetings.com\)](#)

Paramedic System Status Update Report to County Council, August 30, 2022, Agenda Item 8.c: <https://pub-middlesexcounty.escribemeetings.com/FileStream.ashx?DocumentId=6048>

Cost Apportionment Agreement for Land Ambulance, Community and Protective Services Committee, January 23, 2018, Agenda Item 6: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=38703>

2023 Assessment Growth Business Case #13

Service Grouping: Roadways
 Service: Traffic Control and Streetlights
 Description of Case: Additional streetlights are added to the City’s network as new subdivision streets are assumed; therefore, this increases the maintenance and energy costs of providing this service.

1. Current State

a) Description of Current Services Provided

The streetlight maintenance service provides for the ongoing maintenance of all streetlights within the right-of-way and street to street walkways. This area also provides for the life-cycle replacement of the streetlight infrastructure and the installation of new streetlights on existing roadways.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Streetlight Maintenance	\$6,930,106	2	2.0

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Number of Streetlights	39,107

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$177/light

e) If this is a Contracted Service, what is the Percentage Contracted Out?

99%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Streetlights

Unit of Measure: 39,107

2. Operating Request

a) Description of request and impacts.

By the end of 2023, it is anticipated that there will be 39,365 streetlights in the network.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$177	258	\$45,666
Total Operating Request		\$45,666

d) Description of Growth in Metric and Rationale

New streetlights are added to the network as new neighbourhood connectors and neighbourhood streets are constructed. New streetlights are also added when growth road projects (e.g., Rapid Transit) are constructed.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$45,666	\$0	\$45,666
Capital	\$0	\$0	\$0
Total	\$45,666	\$0	\$45,666

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Socio-economic Equity	Environmental	Governance
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Environmental	The request is to maintain existing service levels. A well-maintained streetlight network that is designed for climate resiliency will be able to withstand extreme weather events. These new 258 streetlights will emit 16 tonnes of GHG per year as per 2022 data.
Socio-economic Equity	The request is to maintain existing service levels that supports mobility and accessibility for all. Maintaining streetlights to accepted Provincial standards encourages the use of the roads, sidewalks, bicycle lanes and pathways for all users.
Governance	If the budget is not increased as the streetlight network expands, then maintenance may not meet Provincial standards and/or streetlights would need to be shut-off to reduce energy consumption.

2023 Assessment Growth Business Case #14

Service Grouping: Roadways
 Service: Traffic Control and Streetlights
 Description of Case: Traffic Signal Maintenance - Additional traffic signals are added to the City's network as traffic volumes grow associated with new residential, commercial and institutional development resulting in increased maintenance, data communication and energy costs of providing this service.

1. Current State

a) Description of Current Services Provided

The traffic signal maintenance service provides for the ongoing maintenance of traffic signals and pedestrian crossovers. This area also provides for the life-cycle replacement of the infrastructure and the installation of new traffic signals and pedestrian crossovers.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Traffic Signal Maintenance	\$3,134,681	3	3.5

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Number of Traffic Signals	424

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$7,393/signal

e) If this is a Contracted Service, what is the Percentage Contracted Out?

99%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Traffic Signals

Unit of Measure: 424

2. Operating Request

a) Description of request and impacts.

By the end of 2023 it is anticipated that there will be 430 traffic signals in the network.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$7,393	6	\$44,358
Total Operating Request		\$44,358

d) Description of Growth in Metric and Rationale

New traffic signals are added as the result of increased traffic resulting from new developments and with the construction of Rapid Transit.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$44,358	\$0	\$44,358
Capital	\$0	\$0	\$0
Total	\$44,358	\$0	\$44,358

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

	Socio-economic Equity	Governance	Environmental
Environmental	The request is to maintain existing service levels. A well-maintained traffic signal system will be able to withstand extreme weather events. These new 6 traffic signals will emit 1.4 tonnes of GHG per year as per 2022 data.		
Socio-economic Equity	The request is to maintain existing infrastructure that supports mobility and accessibility for all. Maintaining the traffic signal system to accepted Provincial standards encourages the use of the roads, sidewalks, bicycle lanes and pathways for all users.		
Governance	If the budget is not increased as the traffic signal network expands then maintenance may not meet Provincial standards.		

2023 Assessment Growth Business Case #15

Service Grouping: Roadways
 Service: Roadway Maintenance, Winter Maintenance and Roadway Planning and Design
 Description of Case: Every year, the effort to maintain must be expanded to include newly assumed or constructed roads, sidewalks and bicycle lanes.

1. Current State

a) Description of Current Services Provided

The service levels are prescribed by the Ontario Regulation 239/02 Provincial Minimum Maintenance Standards for Municipal Highways. Service standards have been adopted by Council through this regulation for sidewalks, roads and bicycle lanes.

Roadway Planning and Design contributes towards effective transportation in the City by providing design and long-term planning of the network and the delivery of capital projects in a cost-effective manner.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Roadway Maintenance	\$16,186,541	93	124.4
Winter Maintenance	\$17,110,482	59	69.4
Roadway Planning and Design	\$3,417,986	41	41.4

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Lane kilometres of paved road	3,777
Kilometres of sidewalk	1,617
Lane kilometres of bike lane*	226

*Updated figure is provided in Lane Kilometres and includes all dedicated bike facilities such as in-boulevard bike paths, paved shoulders, bike lanes, protected bike lanes and cycle tracks. As an example, a kilometre of new bi-directional cycle track would represent two lane kilometres of bike lane.

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$12,050 per paved lane kilometre of road*
\$1,683 per kilometre of sidewalk
\$9,310 per lane kilometre of bike lane

*Cost per unit of measure is linked to the 2021 Financial Information Return (Schedule 40) and Municipal Benchmark Network Canada data and includes both direct and indirect costs of providing this service rather than just the direct budgeted costs noted above.

e) Contracted Service, what is the Percentage Contracted Out?

Approximately 5% contracted out summer maintenance and 50% contracted out winter maintenance.

Roadway Planning and Design projects are constructed by contractors and over 80% are designed by external consultants.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Various fleet vehicles and contracted owner/operator equipment.
 Unit of Measure: 71 road plows, 28 spreaders, 42 sidewalk plows plus additional service vehicles both contracted and City owned.

2. Operating Request

a) Description of request and impacts.

Roadway Planning and Design staff are involved in the review and assessment of planning files for new developments across the City. This review includes traffic impact and parking studies, plans of subdivisions, site plans and other related submissions in order to ensure that City standards and policies related to transportation matters are addressed and that the integrity of the City's transportation network is preserved.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1.0	\$104,480

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$12,050 per paved lane kilometre of road	36 lane kilometres of road added	\$433,800
\$1,683 per kilometre of sidewalk	18.1 kilometres of sidewalk added	\$30,462
\$9,310 per lane kilometre of cycle lane	10.2 lane kilometres of cycle lanes added	\$94,962
Total Operating Request		\$559,224

d) Description of Growth in Metric and Rationale

Infrastructure growth comes from the total of newly assumed or constructed roads, sidewalk and cycle lanes. The cost to maintain comes from Municipal Benchmark Network Canada and Financial Information Return reports.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$559,224	\$0	\$559,224
Capital	\$0	\$0	\$0
Total	\$559,224	\$0	\$559,224

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental	The request is to maintain existing service levels. The Transportation Service is being reviewed under the Climate Emergency Action Plan. A well-maintained transportation network that is designed for resiliency will be able to withstand extreme weather events.
Socio-economic Equity	The request is to maintain infrastructure that supports mobility and accessibility. Without additional growth funding, infrastructure such as paved roads, bike lanes and sidewalks would be difficult to maintain at acceptable standards.
Governance	The request is to maintain infrastructure to Provincial standards. It will be challenging for Roads Operation team to meet the service levels required if the budget requested is not approved. Monitoring of the Roadways budget will be presented in the semi-annual budget monitoring report to Council

2023 Assessment Growth Business Case #16

Service Grouping: Corporate Services
 Service: Information Technology Services (ITS)
 Description of Case: Increase in ITS non-recovered operating budgets due to assessment growth personnel increases from 2019 to 2022.

1. Current State

a) Description of Current Services Provided

ITS is responsible for the planning, management and support of the City’s information technology, including hardware, software, network, printing, development, enterprise and business applications, core systems, service desk, data services, mobility, messaging and information security.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
ITS Non-Recovered Operating Budget Costs ¹	\$11,513,677	95	100.9

Note 1: The ITS Non-Recovered Operating Budget excludes all recovered budgets, which consists of capital costs, rental costs, software licences, non-tax supported Service Areas (Water, and Wastewater and Treatment), and Agencies, Boards, and Commissions expense recoveries.

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
2023 City of London Full-time Equivalent (FTE) count excluding 2019 to 2022 assessment growth FTE increases, and Agencies, Boards, and Commissions ¹ .	2,672.9 Full-time Equivalentents

Note 1: ITS supports all City of London Agencies, Boards, and Commissions, however, this case is focused on ITS budget pressures associated with Civic Administration Full-time Equivalent assessment growth increases; as such Agencies, Boards, and Commissions' Full-time Equivalentents are excluded.

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$4,307.51 (Non-Recovered Operating Budget Costs Per Full-time Equivalent)

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Not Applicable

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Various equipment, systems, and personnel.
 Unit of Measure: Not Applicable

2. Operating Request

a) Description of request and impacts.

Consistent with many Corporate Services' Service Areas, ITS is operationally impacted by service demand increases associated with assessment growth. Additionally, current budget processes and practices do not provide

ITS the ability to recover incremental overhead costs attributable to growth. Thus, periodically ITS must seek assessment growth funding in order to maintain existing service levels.

To achieve this objective, in the final year of each Multi-Year Budget period, ITS will put forward an assessment growth request to right-size its operating budget overhead costs/non-recovered operating budget costs. This assessment growth request will be based on assessment growth Full-time Equivalent increases between the final year of the previous Multi-Year Budget and the final year of the current Multi-Year Budget. The Full-time Equivalent measure was selected as it provides the most direct metric related to growth. However, other metrics such as Information Technology’s Service Desk and Information Technology’s Service Portal volume, network traffic, number of supported software applications and licences, number of managed devices, etc. demonstrate growth needs as well.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
3	3.0	\$328,165

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$4,307.51	104.5 FTE	\$450,135
Total Operating Request		\$450,135

d) Description of Growth in Metric and Rationale

The City of London has experienced steady growth between 2019 and 2022. In order to support that growth, the City of London has expanded core service areas to meet heightened service requirements attributable to growth. A key element of the expanded core service areas is personnel (also referred to as Full-time Equivalents), and each additional Full-time Equivalent requires ITS services. Some ITS service costs are directly recovered from City of London Service Areas because there is a linear relationship to the costs. However, many ITS costs are not linear and, as such require periodic consideration to ensure adequate budgets and service levels are maintained.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$450,135	\$0	\$450,135
Capital	\$0	\$0	\$0
Total	\$450,135	\$0	\$450,135

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Socio-economic Equity	Environmental
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Environmental	This amendment has no environmental impacts.
Socio-economic Equity	This amendment relates to ensuring the continuity of a wide range of City of London ITS administrative and public services; thus, it stands to benefit all Londoners, including equity-deserving and other vulnerable groups.
Governance	This amendment ensures ITS has adequate resources to maintain critical and non-critical systems, devices, and applications, and that end users are properly supported in order to perform their public service role productively.

2023 Assessment Growth Business Case #17

Service Grouping: Corporate Services
 Service Employee: Employee Systems
 Description of Case: Increase in Employee Systems and Payroll Services due to an increased municipal workforce between 2015 and 2021.

1. Current State

a) Description of Current Services Provided

Employee Systems is responsible for managing payroll functions (policy development, processing), as well as the ongoing development and maintenance of systems relating to corporate scheduling, attendance, and payroll. This team also monitors corporate adherence to all applicable payroll legislation, collective agreements and associated financial reporting. Further, this team processes identified entitlements and deductions, statutory payroll reporting, and the payment and reconciliation of payroll liabilities.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Employee Systems/Payroll Services	\$2,142,489	20	20

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Ratio of Full Time Employees to Employee Systems/Payroll Staff	150:1
Increase in Positions (2015 to 2021) ¹	297

Note 1: Increase per the Financial Information Return for employees of the municipality, including applicable Boards & Commissions. Payroll services provides core payroll processing for the City, London Police Services and Tourism London.

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$107,124 /Cost per FTE

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Not Applicable

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Employee Workstations
 Unit of Measure: One workstation per full-time employee.

2. Operating Request

a) Description of request and impacts.

Based on the increased costs related to growth in City services, specifically attributable to additional staffing to service the new growth areas, an increase in the number of Employee Systems and Payroll staff is required to support and administer the payroll function. Generally, one payroll professional would support 150 full time employees of the municipality.

b) Staffing Impacts (if applicable).

Staffing FT#	Staffing FTE#	Staffing FTE \$
2	2.0	\$186,507

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$107,124	2.0	\$214,248
Total Operating Request		\$214,248

d) Description of Growth in Metric and Rationale

Based on the growth of municipal positions over the years across all services, along with the impact that this growth has had on level of service, an additional 2.0 full-time staff would be required to support Employee Systems and Payroll Operations thereby supporting front-line services.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$214,248	\$0	\$214,248
Capital	\$0	\$0	\$0
Total	\$214,248	\$0	\$214,248

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Environmental	Socio-economic Equity
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Environmental	Through the work done by Employee Systems, in conjunction with Information Technology Services, this area has looked to reduce the reliance on paper-based payroll reporting processes, moving towards more digital alternatives such as digital paystubs and digital T4s. However, over the years, attention to reducing paper work flows has been reduced in order to meet existing processing deadlines due to increased volume.
Socio-economic Equity	This assessment growth request does not have a significant impact on equity deserving or other vulnerable groups.
Governance	Based on experience to date, the risks of not approving this case would be continued service erosion impacting our frontline service partners and delays in reporting and process improvements that would drive efficiencies.

2023 Assessment Growth Business Case #18

Service Grouping: Corporate Services

Service: Purchasing

Description of Case: The average Growth Capital Budget over the next four years (2023 to 2026) is 29% greater than the Growth Capital Budget over the last four years (2019 to 2022), which will result in additional Purchasing support required to maintain existing service levels in accordance with procurement processes as set out in Council’s Procurement of Goods and Services Policy.

1. Current State

a) Description of Current Services Provided

In 2022, the past four-year average capital budget is \$241.1 million, of which \$125.9 million or a 52.2% is associated with growth projects. As growth projects tend to be discrete capital works of significant dollars, the procurement process will follow a centralized procurement model, in accordance with the City’s Procurement of Goods and Services Policy.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Purchasing – Procurement	\$486,255 (Total Purchasing budget \$930,975 multiplied by 52.2%)	13	13

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Past 4 years average growth capital budget (2019 to 2022)	\$125.9 million

d) Current Cost by Unit of Measure

Cost/Unit of Measure
Cost of Procurement per \$1 dollar of growth capital budget is \$0.00386 (2022 operating cost of procurement for growth capital budget divided by 2019 to 2022 average growth capital budget).

e) If this is a Contracted Service, what is the Percentage Contracted Out?

0%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Employee Workstations
 Unit of Measure: One workstation per full time employee.

2. Operating Request

a) Description of request and impacts.

Based on the four-year average for 2023 to 2026, the average growth capital budget will be \$162.9 million. In comparison to the 2019 to 2022 average, this is an increase of \$37.0 million. Furthermore, in 2023 alone, the growth capital budget increases from \$190.7 million to \$213.1 million. The increase in the growth capital budget in 2023 over 2022 is \$22.4 million. Given current Purchasing resources, without additional resources, existing service levels will be reduced thereby potentially delaying the execution of the growth capital plan.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
1.0	1.0	\$138,545

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$0.00386 cost of procurement for every \$1 dollar of the growth capital budget.	\$37.010 Million (Average)	\$142,926
Total Operating Request		\$142,926

Subject to rounding.

d) Description of Growth in Metric and Rationale

Based on 2022 existing service levels, \$486,225 is spent in procurement which supports \$125.9 million on average growth capital projects. With the growth average capital budget increasing by \$37.0 million over the next four (4) years, an additional \$142,926 is required at this time to maintain existing service levels.

3. Capital Request

Not Applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$142,926	\$0	\$142,926
Total	\$142,926	\$0	\$142,926

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Environmental	Socio-economic Equity
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Environmental	This request will support capital projects that have been approved to support the Climate Emergency Action Plan. In addition, the revised Procurement of Goods and Services Policy was amended, and these resources will be used to support the sustainable purchasing practices, whereby this object is to purchase the best value considering their environmental benefits.
Socio-economic Equity	These additional resources will assist in incorporating social improvements into the special provision in tender clauses for infrastructure work. This would include taking into consideration the Community Employment Benefits in tendering practices.
Governance	With the growth in capital projects, there are risks of delay of capital work projects going out for tender due to the lack of procurement resources. This would require mitigation through prioritization of projects.

2023 Assessment Growth Business Case #19

Service Grouping:	Corporate Services
Service:	Asset Management
Description of Case:	Increased contribution to the Capital Asset Renewal and Replacement Reserve Funds to mitigate future growth in the infrastructure gap by ensuring funding is set aside for major lifecycle repairs, or eventual replacement of new infrastructure resulting from a growing City.

1. Current State

a) Description of Current Services Provided

The 2021 Corporate Asset Management Plan Update (2021 CAM Plan Update) identified the replacement value of the City's assets at \$22.1 billion with a ten-year infrastructure gap projected at \$666.9 million. However, the City continues to grow and acquires, develops, and constructs more infrastructure. Each new asset requires on-going life cycle renewal activities. To assist with budgeting for these future lifecycle renewal costs and to mitigate growth in the infrastructure gap, the Council-approved 2019 Corporate Assessment Management Plan (2019 CAM Plan) recommended to set aside a predefined annual reinvestment amount for each new asset through an annual Assessment Growth business case (2019 CAM Plan - Recommendation #7.iv) to have a funding source available in the future when replacement or major lifecycle repairs are required.

The recommended reinvestment rates are applied to the cost of property-tax supported assets that were assumed in 2021, the growth projects completed in 2021 (which are comprised of growth capital budgets). This includes Parks, Recreation, Corporate Facilities, and Transportation assets.

Infrastructure identified in the 2019 CAM Plan for these services consists of:

1. Parks – 172 km of pathways, 687 amenities (ranging from play structures to community gardens) and 92 park facilities (ranging from bandshells to sitework).
2. Recreation – 99 facilities including 11 arenas, 13 community centres, 11 outdoor community pools, and 2 senior centres.

- 3. Transportation –3,656 lane kms of roadway, 1,568 km of sidewalks, and 36,183 streetlights and 400 signals.
- 4. Corporate Facilities – 4 administration buildings, 25 main centres.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Tax Supported Recreation Renewal Reserve Fund Contribution	\$3,396,266	Not Applicable	Not Applicable
Tax Supported Parks Renewal Reserve Fund Contribution	\$1,895,508	Not Applicable	Not Applicable
Tax Supported Transportation Renewal Reserve Fund Contribution	\$13,437,378	Not Applicable	Not Applicable

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Not Applicable	Not Applicable

d) Current Cost by Unit of Measure

Cost/Unit of Measure
Not Applicable

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Infrastructure work that is funded through the capital lifecycle renewal budget is typically at least 80% contracted out.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Not Applicable
 Unit of Measure: Not Applicable

2. Operating Request

a) Description of request and impacts.

Increase the permanent contribution to the applicable Capital Asset Renewal and Replacement Reserve Fund in 2023 to recognize the scope of tax supported infrastructure has increased since the 2019 CAM Plan, and 2021 CAM Plan Update, it being noted the recommended annual reinvestment rates for applicable infrastructure are:

Service	Recommended Annual Reinvestment Rate
Recreation and Sport	2.5%
Parks and Forestry	4.1%
Transportation and Mobility	2.7%

Recreation and Sport recommended reinvestment rates from 1.7% to 2.5%, however, as per the 2019 CAM Plan recommendations in order to mitigate the infrastructure gap, the reinvestment rate applied to new assets will be 2.5%. Depending on Parks Asset Type (Linear, Amenities, or Facilities), the recommended reinvestment rate ranges from 1.7% to 6.2% based on the specific asset type being constructed, with an average of 4.1%. Similarly, the recommended reinvestment rate ranges from 1.75% to 4.5%, with an average of 2.7%, for the various Transportation Assets (e.g., Roadways, Structures, and Traffic Signs).

Summary of 2023 Assessment Growth Funding Request:

Category	Recommended Annual Reinvestment
Part One – 2021 Assumed Infrastructure Assets from Development	\$664,398
Part Two – Growth Projects Completed in 2021	\$1,288,778
Total	\$1,953,176

Part One – 2021 Assumed Infrastructure Assets from Development

Assets that were assumed in 2021 are summarized, which are mainly comprised of transportation assets including roads of approximately 9.0 kilometres (i.e., approximately 26 lane kilometres). Also assumed are 305 streetlights, and 10.7 kilometres of sidewalks. The recommended reinvestment rate for these transportation assets ranges from 1.7% to 4.5%.

Asset Type	Cost	Recommended Annual Reinvestment
Roadways – Roads	\$17,909,394	\$537,282
Roadways – Sidewalks	\$822,447	\$24,673
Traffic – Streetlights and Traffic Signals	\$2,276,507	\$102,443
Total	\$21,008,348	\$664,398

Part Two – Growth Projects Completed in 2021

Projects with growth components completed in 2021 are outlined in the table below, it being noted the amount considered for reinvestment excludes land acquisition costs. Projects sometimes include spend of lifecycle-related budgets with growth budgets given concurrent work may be completed. The percentage of growth related spend is a weighted average between lifecycle spend and growth spend within a particular project.

Program Area	Project Budget Amount Spent	Percentage Relating to Growth	Recommended Annual Reinvestment
Roads, Structures and Traffic – Roadways and Traffic Assets (1)	\$36,915,811	44.9%	\$529,601
Parks – Linear, Amenities, and Facilities Assets (2)	\$5,538,093	88.1%	\$199,422
Recreation – Community Centres (3)	\$22,487,237	99.6%	\$559,755
Total	\$64,941,141	N/A	\$1,288,778

(1) Roadways growth budgets generally include existing roads being widened, improved, implementing strategic road connections, and constructing Traffic Signals and Streetlights and Transportation Management Centre video camera monitoring construction.

(2) Parks assets relate to budgeted Thames Valley Pathway Parks extension/new construction, sportsfield and playground construction, and trail and pathway construction.

(3) Recreation – relating to East Lions Community Centre construction.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
Recreation and Sport	\$22,487,237	\$559,755
Parks and Forestry	\$5,538,093	\$199,422
Transportation and Mobility	\$57,924,159	\$1,193,999

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$1,953,176	\$0	\$1,953,176
Capital	\$0	\$0	\$0
Total	\$1,953,176	\$0	\$1,953,176

5. Environmental, Social and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental	<p>This assessment growth request helps the City of London reach its net-zero greenhouse gas emissions targets by guaranteeing a baseline of available funding to keep infrastructure in a state of good repair in an energy efficient manner. Timely rehabilitation and repair is considered cost efficient and consistent with less greenhouse gas emissions as it relates to operating assets and completing lifecycle renewal capital works. This request also increases assets resiliency to extreme weather events and/or other climate change-related impacts as adequate funding to keep infrastructure in good repair is consistent with maintaining infrastructure resiliency.</p>
Socio-economic Equity	<p>Given Transportation, Parks, Recreation are assets that are used by most City of London residents (or used to provide services), this indicates many equity-deserving and vulnerable groups are potentially impacted by this assessment growth request. Specific examples of impacted equity-deserving and vulnerable groups include Homeless/Under-Housed, Persons with Disabilities, Persons with Low Income, Persons with Low Literacy, Racial Minorities, First Nations, Metis, Inuit, Immigrants & Newcomers, Women, Youth/Children, Seniors, LGBTQ2S Communities, and Victims of Violence.</p> <p>Next, ensuring new and assumed infrastructure is maintained in a state of good repair indicates that structural barriers are addressed. Structural barriers are addressed by ensuring all new or assumed assets have a funding source for a state of good repair and therefore mitigate any unintentional barriers. This suggests that groups and communities will be assured to participate and use these assets that have a high level of care regardless of which communities they are serving.</p> <p>A highly positive impact is expected from this assessment growth request. Ensuring funding for well maintained new or assumed infrastructure for City of London residents is a core aspect of City services</p>

	<p>and an inherent part of the City’s Strategic Plan. This information also informs the CAM Program and future CAM Plans. It assists decision makers (senior City Administration and Council) in having an informed equity-based decisions for City infrastructure.</p>
<p>Governance</p>	<p>There are risks associated with not supporting this assessment growth request. For example, not embedding funding sources for new or assumed infrastructure indicates the City’s infrastructure gap (reported last year at \$666.9 million) will increase, and not having available funding when repair or rehabilitation work is required will have an impact on City of London residents and may unintentionally continue systemic barriers and decrease the quality of life for residents who use this new infrastructure on a regular basis. Mitigating these risks is challenging, however, the CAM Plan supports managing such risks through the assessment of asset conditions in conjunction with level of services to assist in prioritizing capital works.</p> <p>The progress, results, and impacts of this assessment growth request are monitored and communicated through CAM annual reports to Council. These annual reports advise Council if they are meeting, not meeting, or there is a risk of not meeting level of service targets and since, the 2019 CAM Plan has provided annual updates on the City’s infrastructure gap. Any new or assumed infrastructure from this assessment growth funding request will be encapsulated in the future CAM Plan or CAM Plan updates.</p>

2023 Assessment Growth Business Case #20

Service Grouping: Public Support Services
 Service: Taxation
 Description of Case: Enhancements to the Tax Office Customer Service team to maintain service levels due to growth in the number of property tax accounts.

1. Current State

a) Description of Current Services Provided

The Customer Service team in the Tax Office provides information to the public concerning property taxes and related legislation, and facilitates, receives, and processes property tax payments. They receive and respond to public inquiries in person, by telephone, by mail and by email. Responses include researching tax accounts requiring special attention and informing the public about legislative changes, rebate programs, and appeal procedures. Timely responses to public inquiries ensure the Strategic Plan goal of Leading in Public Service is met by increasing responsiveness to our customers and increasing resident satisfaction with their service experience with the City.

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Tax Office Customer Service Team	\$501,147	6	6.5

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Correspondence (Phone and Email)	89,206
Property Tax Accounts	163,302
Number of Full Time Equivalents	6.5

d) Current Cost by Unit of Measure

Cost/Unit of Measure
$\$501,147 \div 163,302 = \3.07 per property tax account
$\$501,147 \div 6.5 = \$77,099$ cost of customer service full-time equivalent

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Not Applicable

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Employee Workstation

Unit of Measure: One workstation per full time employee.

2. Operating Request

a) Description of request and impacts.

During the ten-year period between 2012 and 2021, the volume of correspondence increased 59%, the number of property tax accounts increased from 139,353 property tax accounts to 163,302, a 17% increase. Tax Office costs during this same period only increased 7% and no full-time equivalents were added to support the growth in volume. By 2023, the number of property tax accounts is expected to increase to 166,112. Historically, on average, customer service correspondence is increasing at 5.9% a year. It is anticipated that this level of growth will continue to increase through the next budget cycle. To accommodate the recent and anticipated continuing growth in property tax accounts and correspondence volume, the Customer Service team will require an additional full-time equivalent to avoid a reduction in the current level of service. This will ensure the Strategic Plan goal of Leading in Public Service is met by increasing responsiveness to our customers and increasing resident satisfaction with their service experience with the City.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1.0	\$74,030

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$3.07 personnel cost per property tax account.	26,759 (166,112-139,353)	\$3.07 x 26,759 = 82,150
Total Operating Request		\$82,150

d) Description of Growth in Metric and Rationale

According to Statistics Canada, London is the fastest growing City in Ontario in 2022. New industrial developments will increase the demand for workers and housing. This increased growth and demand will result in an increase in the number of tax rolls and correspondence generated which is supported by the Customer Service team in the Tax Office. As previous growth in the volume of correspondence was not matched by growth in the full-time equivalent complement, the current request will help support recent and future growth in the volume of tax rolls, correspondence, and user fee support performed by the Customer Service team.

3. Capital Request

Not Applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$82,150	\$0	\$82,150
Capital	\$0	\$0	\$0
Total	\$82,150	\$0	\$82,150

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Socio-economic Equity	Environmental
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Environmental	This amendment has no environmental impacts.
Socio-economic Equity	One of the guiding principles of the City of London Tax Policy is equity. All properties are assessed, and all owners are served equally regardless of income, race, ability, or orientation. In terms of customer service, this growth initiative will ensure that existing property owners and new property owners continue to experience the same level of service that is currently provided, and no erosion of service level is experienced due to growth.
Governance	One of the guiding principles of the City of London Tax Policy is administrative efficiency. The level of efficiency can be measured, in part, by the current and anticipated level of service. This growth initiative will ensure the current level of service is maintained. Success of this initiative can be measured by identifying whether the estimated growth levels are achieved and whether wait time thresholds are met through analysis of performance metrics.

From: londondev

Sent: Friday, February 24, 2023 11:43 AM

To: SPPC <sppc@london.ca>

Subject: [EXTERNAL] Request for delegation status for Item 2.1 2023 Assessment allocation Report

Hello Clerk

I would like to speak to Item 2.1 Assessment Allocation report

I know it is on the Consent Agenda and delegations are not permitted unless granted by the Committee.

I am asking to have my request be included on the added agenda.

I will be there in person.

Mike

Mike Wallace

Executive Director

London Development Institute (LDI)



From: butler.chris

Sent: Sunday, February 26, 2023 12:38 PM

To: SPPC <sppc@london.ca>

Cc: Woolsey, Heather

Subject: [EXTERNAL] SPPC Meeting - Feb 28 - Item # 2.1 - 2023 Assessment Growth Funding Allocation

Please consider this submission as “ Added Agenda “ for the upcoming Feb 23 – SPPC Meeting with respect to Item # 2.1 – 2023 Assessment Growth Funding Allocation .

Mayor Morgan (Chair) - Council Members – Please consider the following with respect to amending the (New) Assessment Growth Allocation process & current policy going forward;

Recommendations

1. That the City of London Finance team align the timing of this process to be concurrent with our overall main Budget presentation and Approval process starting in December annually.

- This aligns with what other municipalities do . London is an exception – outlier here .
- This offers an enhanced “ Whole View “ budgeting process with respect to decision making , priorities & alignment of this source of revenue with the Strategic Plan .
- Offers enhanced opportunities for both Public & Council input on the allocation priorities & total \$\$ commitments. This is “ big “ as the Assessment Growth Allocation piece now regularly accounts for 40 % of the City of London’s total Operating Budget increases on an annual basis.

2. That the Finance Team table this report as Received & Recommended, reflecting a change from “ Received “ and consent . This policy change would encourage both Public & Council input including coverage by our “ Public Notice “ policy & like our main budget.

3. That Council take a lead with the Finance Team to amend the by-law currently umbrellaing our City of London’s “ Service Improvements “ program (previously Continuous Improvements) to reflect a change in the minimum annual savings in future cost avoidance or cost reductions from the current 0.25 % / \$1.5 Million to a more robust and competitive target of 1.0 % / \$6.0 million per year. This would drive improved program customer service levels , program delivery efficiencies which you & I both know our employee & management teams have the commitment and ownership to deliver. We have not even begun to tap this resource as full partners in “ leaders in public service “. WHY ? - this would drive the City of London’s ability to organically fund more of our service growth internally through improving the very metrics that are driving Assessment Growth Allocation and opening other opportunities for funding our high growth needs .

4. Comment – As we now hit 40 % infill compliance in our City of London’s designated areas , I & many have listened for years to the savings and benefits we would start to see from this London Plan initiative . We see none to date reflected in the Operations Budget when one would reasonably expect that growth in these infill areas can be serviced far cheaper and more organically than a new neighbourhood / subdivision . At this point MOST of the Assessment Growth Allocation metrics in this and prior reports use the same metrics for both infill & other .

- Council needs to consider and start asking some hard questions like – Why aren’t we allocating 40 % (the infill portion) of the Assessment Growth Allocation back to general revenue to reduce our bloated Operations Budget ? Why aren’t we allocating 40 % to new program pressure points (new program funding not allowed in current Assessment Growth Policy) . Our City is changing and this policy needs to start reflect that change.

Thanks for your consideration .

Chris Butler

Report to Strategic Priorities and Policy Committee

To: Chair and Members, Strategic Priorities and Policy Committee
From: Kevin Dickins, Deputy City Manager, Social and Health Development
Subject: Health and Homelessness Summits – Proposed Whole of Community System Response
Date: February 28, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development and with the concurrence of the City Manager, the Health and Homelessness Summits – Proposed Whole of Community System Response Report **Be Received** for information purposes and the following actions **Be Taken** with respect to the report:

- a) That, Council **Endorse** the Health and Homelessness Whole of Community System Response co-developed through the Health and Homelessness Summits attached as **Appendix A**;
- b) That, Civic Administration **Be Directed** to allocate the remaining fund of \$2,884,186 from the London Community Recovery Network funds towards the implementation of the system;
- c) That, Civic Administration **Be Directed** to proceed with supporting the implementation of the Health and Homelessness Whole of Community System Response; and,
- d) That, Civic Administration **Be Directed** to report back to a future standing committee on progress updates.

Executive Summary

As in many other regions, the City of London is experiencing a health and homelessness crisis and the challenges in the collective ability across sectors to provide timely and appropriate supports for individuals affected by the growing impacts of this crisis. Throughout 2022, Londoners from all sectors and backgrounds said clearly that something needed to change, to save lives, to better deliver healthcare and housing for marginalized Londoners experiencing homelessness, and to address the whole of community impacts of this crisis. There are many complex factors that have led to this crisis point, not the least of which is a dramatic increase in the volume and complexity of health and housing needs and the impacts on individuals experiencing homelessness. This crisis has also had a major impact on those that provide direct service, as well as mounting economic and health impacts to the entire community.

This call for change led to London's Health and Homelessness Summits and the Whole of Community System Response outlined in this report and attached as Appendix A. The series of three Health and Homelessness Summits were held between November 09, 2022, and January 25, 2023, aimed at creating a coordinated system response. This work has happened quickly in recognition of the urgency of this crisis and that community members are suffering and some of them are dying on our streets and in our community.

The Health and Homelessness Summits brought together more than 200 individual leaders from all backgrounds and areas of expertise representing more than 70 local organizations from a range of sectors including community health and social services, institutional health care, business and economic development, land and housing development, and staff from other levels of government.

The work of the summits was to engage, listen and co-design a people-centered, housing centric system response that could be actioned and resourced quickly to meet the

growing urgency and complexity of the health and housing needs of those who are marginalized and experiencing homelessness in London.

This whole of community system response will be implemented through a co-design process with the goal to immediately implement 5 (five) 24/7 hub sites and 100 units of housing with high supports this year.

Linkage to the Corporate Strategic Plan

Strengthening Our Community

- Londoners have access to the supports they need to be successful
- Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- London's neighbourhoods have a strong character and sense of place

Leading in Public Service

- Increase efficiency and effectiveness of service delivery
- Maintain London's finances in transparent and well-planned manner to provide equity and affordability over the long term

Links to Community Recovery

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep, and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness during the COVID-19 pandemic to attain and retain permanent housing. This work supports recovery efforts through a coordinated response that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing.

Analysis

1.0 Previous Reports Related to this Matter

- Allocation of Remaining London Community Recovery Network (LCRN) Funding (SPPC: August 30, 2022)

2.0 Background Information

The City of London is experiencing a crisis in the collective ability across many sectors to provide timely and appropriate supports for people experiencing the impacts associated with this crisis. These challenges can not be addressed by one agency or one sector alone, and a whole of community system response is needed. The Health & Homeless Summits were convened collaboratively by *City of London, CMHA Thames Valley Addiction & Mental Health Services, London Health Sciences Centre, London Police Service, Middlesex London Health Unit, Middlesex-London Paramedic Service, and St. Joseph's Healthcare London.*

In all more than 200 individual leaders from all backgrounds and areas of expertise, representing more than 70 local organizations, came together over three summits in November and December 2022 and January 2023, with a pledge to do things differently to improve the lives of Londoners.

Session 1 – November 9, 2022

The first session was attended by 211 people representing 67 different organizations. The attendees learned about successful collaboratives taking place in various sectors and group work to begin to shape the whole of community response. Through discussions key themes emerged in the areas of foundations and governance, service

delivery (system components), system resources and advocacy, engagement, and communication.

Session 2 – December 15, 2022

The second session was attended by 176 people representing 69 different organizations. The attendees began to shape the shared purpose together and then began to work on service and system components. The discussions built upon the key themes from session one focusing on components of a community system wide response including integrated and coordinated outreach; low barrier 24/7 spaces; continuum of supportive housing; health, wellness, and treatment options; workforce development; data collection and management; policies and procedures; and standards of care.

Session 3 – January 25, 2023

Over the course of the first two sessions, through many generative, cross-sector discussions and breakout sessions, the need for coordinated system transformation was readily identified.

The third session was attended by more than 200 individuals representing more than 70 organizations, the group reviewed the draft system model, which was based on the collective input of all participants across the first two summits. They then broke into facilitated peer groups with fellow subject matter experts from specific sectors, to provide feedback and ask questions about the model, including working groups for:

- *Frontline Leaders, Operational Leaders, Organizational Leaders, Land and Housing Development Leaders, Business and Economic Development Organizations, and Funders and Community Partners.*

The attached proposed system in Appendix A was authored collectively by all summit participants, using insights collected in all three community sessions.

Following session three there was an opportunity for attendees to further review and provide comment on the proposed system response.

Key Components of the Model

The plan is people centred and housing centric and the implementation of the model will be co-designed by the community. A people centred, housing centric system meets people where they are, without judgment, offering culturally safe, low barrier, inclusive care that is violence and trauma informed, built on an anti-oppression and anti-racism framework, and underpinned by a consistent harm reduction approach. This approach also instills a belief that housing is healthcare and a fundamental human right.

The highest priority is placed on providing direct connections to the right housing and housing supports for every individual and ensuring the integration of service functions in multiple locations to provide the necessary supports a person needs in a timely way.

The model is a whole of community response that is based on a set of shared values and principles and upheld by system foundations of Workforce Development; System Governance; Standards of Care; Shared Systems and Processes; and Centralized Data and Measurement. A brief description of these system foundations can be found in the attached Appendix A.

The work of the new system will be to establish a network of 12-15 hubs across the community. The hubs will become one system with no wrong door and multiple locations to meet people where they are, offering a range of common functions in an integrated, multi-agency and interprofessional model, that is population-specific to meet unique demographic and care needs, supported by one central phone number for referral, and designed to ensure timely and direct pathways to housing.

To be effective, a continuum or range of housing options are needed, particularly a greater emphasis on high support housing with 24/7 on-site care available. While 100 units of highly supportive housing is targeted for this year, in total that number expects to grow to 600 highly supportive housing units over the next three years.

The Health and Homelessness Whole of Community System Response will be driven by a set of values and principles that include:

- Respecting individual experience
- Ensuring choice in care
- Promoting dignity
- An anti-oppression and anti-racism framework
- Harm reduction approach
- Trauma and violence informed
- Culturally safe
- Informed by social determinants of health
- Co-designed with providers and those with lived and living experience, and centering those voices
- Shared accountability and engagement
- Communication and transparency
- Continued commitment to prevention and advocacy
- A supportive system of mutual respect and care

The Whole of Community System Response will be supported by five critical foundations needed to ensure successful system operation, including: *Workforce Development; System Governance; Standards of Care; Shared Systems, Processes, and Supports; Centralized Data and Measurement.*

Indigenous Led Response

To ensure a culturally safe response that is appropriate for Indigenous community members, we will follow the lead of Indigenous colleagues and support an Indigenous-led system response, which is not designed in a colonial way and respects the deep knowledge and consultation already inherent in the Giwetashkad Strategy, and the intention to honour all relations in defining next steps.

There is a commitment to Indigenous representation in overall system governance and implementation co-design, and a commitment to recognizing that the definition of Indigenous homelessness is separate and distinct from the common colonialist definition of homelessness

2.1 Next Steps

In March, organizational leaders will come together to develop the system governance and implementation approach that will support the co-design and implementation of the Whole of Community System Response. Following this, the co-design work will begin in April to June with the goal of establishing 5 hubs and 100 units of highly supportive housing this year.

Given the urgency and recognizing that while the system is being transformed to a network of hubs with direct pathways to immediate housing, existing services and agencies are still doing the very hard work of caring for those who are marginalized and experiencing homelessness in our community. An immediate investment of funds to initiate implementation is needed. As noted in section 3.0, civic administration is recommending that the remaining London Community Recovery Network fund, approximately \$2.8M, be immediately directed to support the implementation of the whole of community system response.

The City of London is committed to ensuring the proper supports and resources are in place to launch the Whole of Community System Response. A backbone support team will be established by the City, with the purpose of supporting the system governance and

implementation structure to co-design and launch the initial sites and increase highly supportive housing options.

Throughout 2023 and into 2024, Civic Administration will work to align existing Municipal plans and resources to align with the work of the new Health and Homelessness System. As existing plans get updated, a focus will be on aligning strategies and resources with the Whole of Community System Response.

3.0 Financial Impact/Considerations

Civic Administration is seeking Council approval to apply London Community Recovery Network (LCRN) funding in the amount of \$2,884,186 towards the implementation of the Whole of Community System Response. At the August 2022 Council meeting, Council approved the application of LCRN funds towards homelessness initiatives. These funds will assist in activating immediate actions under the system response.

Civic Administration will seek additional funding streams and realign existing approved budgets in consultation with Finance Supports and will apply funding over time and as available. Any requests for additional resources will be incorporated in future budgets and will be supported by a comprehensive business case in the Multi-Year Budget process. Civic administration is committed to ensuring existing Council endorsed plans and program funding aligns with the work of the new system.

The Health and Homelessness Fund for Change has been established through a generous donation of \$25 million from an anonymous family. Additional donations have been made to the fund which is administered through the London Community Foundation (LCF) and will be allocated based on decisions of the governance structure in support of the Whole of Community System Response.

The City is also working with the Ontario Big City Mayors to seek support from the provincial government to address the health and homelessness crisis being experienced in cities across Ontario. As well, to further fuel this work, the City and community partners will be taking requests directly to the Provincial and Federal governments to secure their investment in London to support our community plan and provide an opportunity to demonstrate the impact of the proposed approach. This will be done with a unified voice to request increased and aligned funding.

Conclusion

A need for immediate action to support individuals experiencing the impacts of health and Homelessness has been identified by our community and a whole of community response model has been codeveloped through the work of the Health and Homelessness Summits. Ultimately, the proposed system aims to support the whole community – those who are marginalized and experiencing homelessness, those working in the system, and those trying to provide support, including businesses and community members who also experience the impacts of this crisis.

The Health and Homelessness Whole of Community System Response included in this report serves as the model needed to make the necessary changes to address the health and homelessness crisis London is facing.

Prepared by: Laura Cornish, Manager Housing Stability Services
Recommended by: Kevin Dickins, Deputy City Manager Social Health Development
Concurred by: Lynne Livingstone, City Manager

People Centred and Housing Centric

Health & Homelessness in London, Ontario:
A Whole of Community System Response

The Context

London is experiencing a health and homelessness crisis. Community members are suffering and some of them are dying on our streets.

There are many complex factors that have led us to this crisis point, not the least of which, a dramatic increase in the volume and complexity of health and housing needs and impacts.

Throughout 2022, Londoners from all sectors and backgrounds said loud and clear that something needed to change, to save lives, to better deliver healthcare and housing for the most marginalized community members in London, and to address the whole of community impacts of this crisis.

This call for change led to *London's Health & Homelessness Summits and the Whole of Community System Response* outlined here.

Summit Process & Progress

The Health & Homeless Summits were convened collaboratively by *City of London, CMHA Thames Valley Addiction & Mental Health Services, London Health Sciences Centre, London Police Service, Middlesex London Health Unit, Middlesex-London Paramedic Service, and St. Joseph's Healthcare London.*

In all more than **200 individual leaders** from all backgrounds and areas of expertise, representing more than **70 local organizations**, came together over three summits in November and December 2022 and January 2023, *with a pledge to do things differently.*

They came together across a range of sectors – from community health and social services, institutional healthcare, education, emergency services, business and economic development, land and housing development, City of London staff, and staff from other levels of government – and agreed to:

- Build on the great work already underway
- Recognize the things that are not working as well
- Collaborate and innovate on new cross-sector and multidisciplinary solutions
- Speak in one voice to the funders who have the ability to resource a system response to this very real and dire crisis
- And most importantly to engage, listen to and co-design a system solution with those who have lived and living experience as a foundational element of this important work

The work and progress included:

| In Summit 1:

The group confirmed their shared intention to work together and began to build new relationships, reviewed the health and homelessness data for our community, and learned about the local best practices and collaborative efforts that already exist and can be built on. Then they set to work to identify all of the opportunities and challenges that need to be addressed with a new system solution, and began to identify the core components of that potential system. **In all, 20 priority needs and considerations were identified across four categories** – *Foundations & Governance, Service Delivery, System Resources, and Advocacy, Engagement & Communications.*

| In Summit 2:

The group forged ahead with new relationships and continued to collaborate to focus on defining the specific requirements for the service delivery and system foundations identified in the first session. They were: *integrated intake and coordinated outreach, low barrier 24/7 spaces, increasing health, wellness and treatment options, a continuum of supportive housing, workforce development, data collection and measurement, policies and procedures, standards of care.*

Over the course of the first two sessions, through many generative, cross-sector discussions and breakout sessions, **the need for coordinated system transformation was readily identified.**

This cross-sectoral group also identified **five critical foundations needed** to ensure successful system operation, including:

1 Workforce Development

Encompassing attraction, retention and engagement in a collaborative, shared strategy, including greater resources to hire, train and boost the wellbeing of frontline workers

2 System Governance

Defining the governance, leadership and accountability structure for the system

3 Standards of Care

Establishing sector wide standards of care to improve consistency in approaches to outreach and intake, harm reduction, anti-racism and anti-oppression practices, low barrier spaces

4 Shared Systems, Processes & Supports

Developing common policies, procedures, tools and training to support the system and the delivery of consistent, high quality care, and to support businesses and community members with tools and supports; additionally including the review of policies, procedures and bylaws to support the whole of community response

5 Centralized Data & Measurement

Developing centralized data sources, impact measurements and new or enhanced assessment tools

In Summit 3:

The group dove deep into a review of the draft system model, which was based on the collective input of all participants across the first two summits. They then broke into facilitated peer groups with fellow subject matter experts in specific sectors, to provide feedback and ask questions about the model, including working groups for: *frontline leaders, operational leaders, organizational leaders, land and housing development leaders, business and economic development organizations, and funders and community partners.*

The following **proposed system response** was authored collectively by all summit participants, using insights collected in all three community sessions, and enhanced based on the real-time and post-event feedback opportunities offered to all participants.

Ultimately, the proposed system aims to support the whole community—those who are most marginalized, those working in the system, and those trying to provide support, including businesses and community members who also experience the impacts of this crisis.



Our Shared Purpose

We exist to provide hope, healthcare and homes to those who are marginalized and experiencing homelessness in our community, of all backgrounds and experiences.

We believe that housing is healthcare and a fundamental human right.

We place the highest priority on providing direct connections to the right housing and housing supports for every

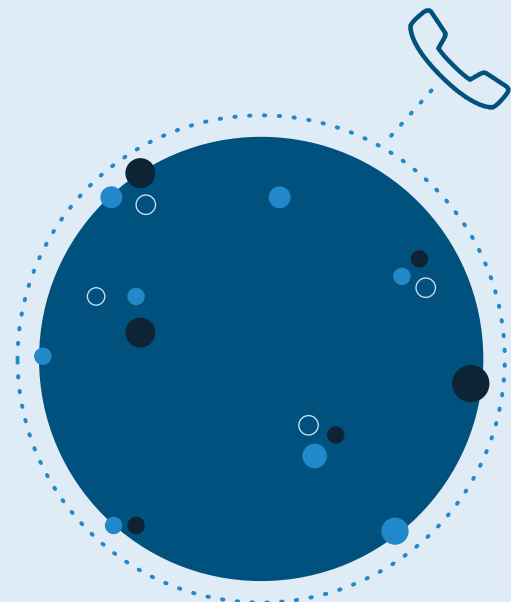
individual, and on building a sense of belonging for all.

Our people centred, housing centric system meets people where they are, without judgment, offering culturally safe, low barrier, inclusive care that is violence and trauma informed, built on an anti-racism and anti-oppression framework and underpinned by a consistent harm reduction approach.



All Doors Lead Here

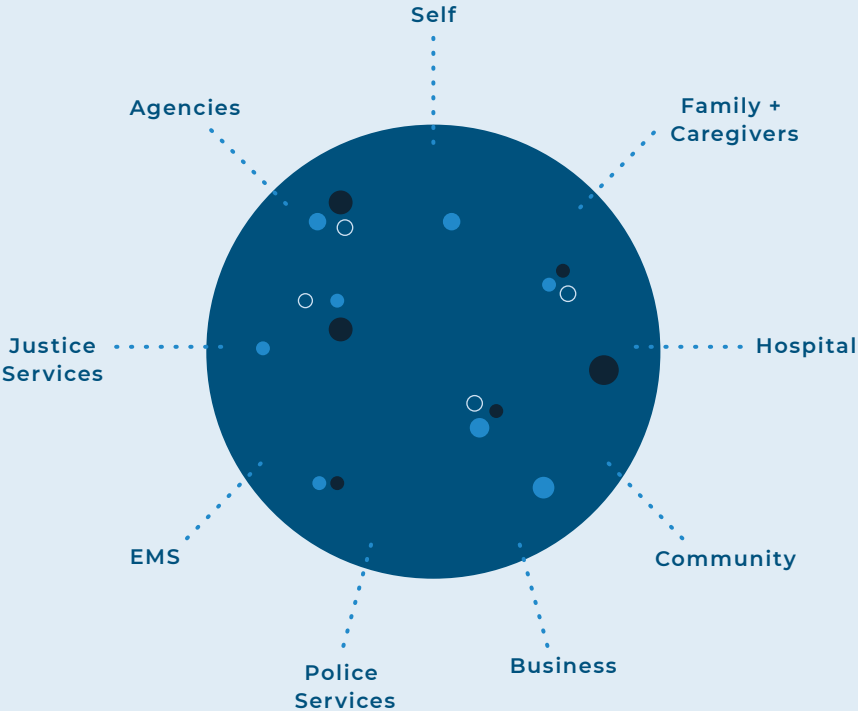
This is one system with no wrong door and multiple locations to meet people where they are, offering a range of common functions in an integrated, multi-agency and interprofessional model, that is population-specific to meet unique demographic and care needs, supported by one central phone number for referral, and designed to ensure timely and direct pathways to housing.



Working Differently Together

A “no wrong door” approach.

“DOORS” (Referral Sources)



“DOORS”

CORE FUNCTIONS

- Self
- Family + Caregivers
- Hospital
- Community
- Business
- Police Services
- EMS
- Justice Services
- Agencies

- Coordinated multi-agency intake
- Coordinated outreach & warm transfers
- Transportation
- Basic needs (food, shower, laundry, rest)
- Quick access to acute & primary care
- Housing access support
- Income supports
- Integrated care planning
- Translation
- Intentional connections to health & wellness services (e.g. harm reduction via Carepoint, mental health, treatment, stabilization, general medical)
- 24/7 safe spaces (population-specific, including private, semi-private, congregate, flexibility to come and go)
- Transitional, medical respite and crisis stabilization beds
- Justice system services
- One number to call for referral

Timely and Direct Pathways to Housing

Housing is Healthcare:

Timely and direct pathways to the right housing for each individual based on their needs, supported by increased housing stock of the right types, locations and supports.

SUPPORTIVE HOUSING CONTINUUM *

Highest support (interdisciplinary, 24/7 supports on site)

Range of supportive housing options connected to individuals in private housing (with continued support on daily, weekly, other basis; could include but is not exclusive to developmental services and long-term care)

Independent living

**Dependent on an expanded housing stock*

A Common Purpose & Practice:

Powered by shared values, principles and foundations.

VALUES + PRINCIPLES

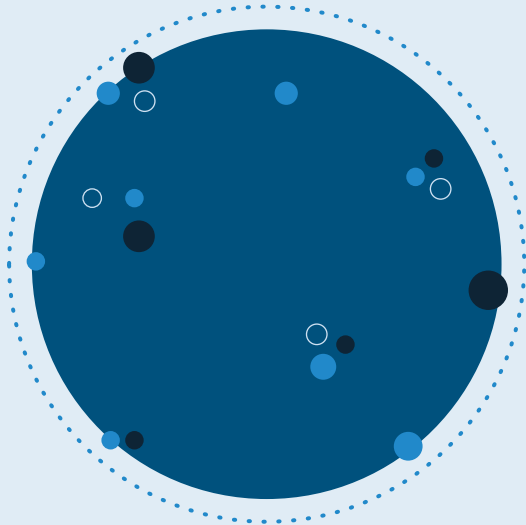
- Respecting individual experience
- Ensuring choice in care
- Promoting dignity
- Anti-racism and anti-oppression framework
- Harm reduction approach
- Trauma and violence informed
- Culturally safe
- Informed by social determinants of health
- Co-designed with providers and those with lived and living experience, and centering those voices
- Shared accountability and engagement
- Communication and transparency
- Continued commitment to prevention and advocacy
- A supportive system of mutual respect and care

A Common Purpose & Practice continued:

CRITICAL SYSTEM FOUNDATIONS

- Workforce Development
- System Governance
- Standards of Care
- Shared Systems, Processes & Supports
- Centralized Data & Measurement

Our Whole of Community Response | By the Numbers



Multiple locations, population specific, with a common set of functions and direct connections to the right housing.

NETWORK OF HUBS

12-15 total hub locations across the community (*5 to start*).

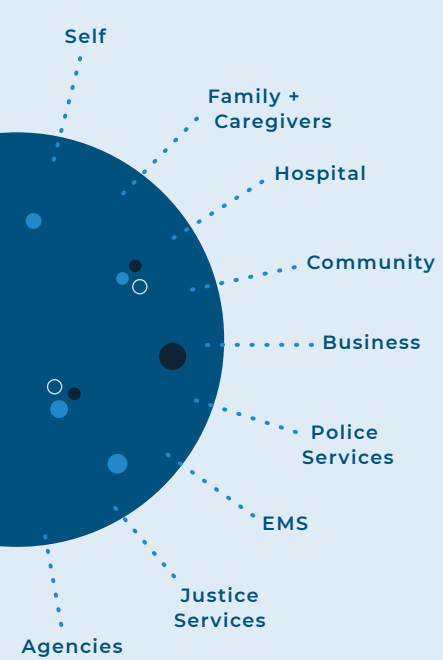
25-30 people served per location, depending on acuity and population needs.

100 high support housing units immediately (*and 600 over 3 years*).

**Numbers are very much draft only and will be determined through co-design process.*

Our Whole of Community System Response At-a-Glance

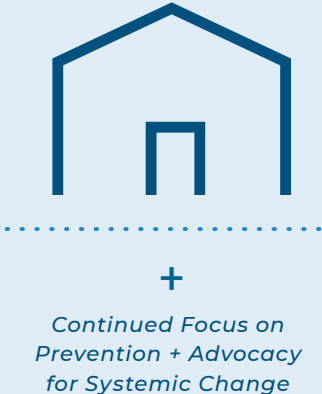
Network of Hubs with Multiple Referral "Doors"



Purpose-Built with Common Core Functions

- Coordinated multi-agency intake
- Coordinated outreach & warm transfers
- Transportation
- Basic needs (food, shower, laundry, rest)
- Quick access to acute & primary care
- Housing access support
- Income supports
- Integrated care planning
- Translation
- Intentional connections to health & wellness services (e.g. harm reduction via Carepoint, mental health, treatment, stabilization, general medical)
- 24/7 safe spaces (population-specific, including private, semi-private, congregate, flexibility to come and go)
- Transitional, medical respite and crisis stabilization beds
- Justice system services
- One number to call for referral

Timely + Direct Pathways to Housing



Shared Values, Principles + System Foundations

Respecting & Listening to Indigenous Colleagues

We have a commitment to greater representation and an effective process that is not designed in a colonial way, respecting the deep knowledge and consultation already inherent in the Giwetashkad Strategy.

BASED ON THE GIWETASHKAD STRATEGY WE WILL:

Support an Indigenous-led system response, recognizing the definition of Indigenous homelessness as separate and distinct from the common colonialist definition of homelessness

Ensure representation in overall system governance and implementation co-design

Follow the lead of Indigenous colleagues in this process

Respect the intention to honour all relations in defining next steps

A Continued Focus on Prevention

While there is widespread agreement amongst participants on the system response, there is also a strong and continued focus on prevention and advocacy to address the systemic issues that cause community members to experience health and homelessness issues. It is important to underscore that this priority has not been lost, and will continue to be a top focus of all involved in the system response.

Next Steps

Work on system governance and implementation co-design will begin in March. Consistent with the founding values and principles of the summit process, this work will be open and inclusive to all leaders from the sector. An important part of the co-design work will be consultation with those who have lived and living experience, and frontline workers. Communications, community engagement and advocacy will also continue, within the London community and with other levels of government.

A Note on the Health & Homelessness Fund for Change

Inspired by the dire local need and the work of the summit participants across sectors, a generous London family, who wishes to remain anonymous, has come forward to provide an **historic \$25 million dollar gift** to fund the system response.

This gift, which has been established as a fund with London Community Foundation, represents by far *the largest single private donation in the history of our community to address health and homelessness*. The family has *further* pledged another **\$5 million in matching funds**, which means that if our community comes to the table with \$5 million, they will match it, creating **a fund that totals \$35 million dollars**.

This historic gift is a testament to the belief in the process and to the work that everyone involved in the system design process has contributed to and will continue to contribute to.



LONDON DEVELOPMENT INSTITUTE

February 16, 2023

Mayor and Council
City of London

Dear Mr. Mayor and City Councillors

The London Development Institute is in full support of the “Whole of Community System Response” that has been developed as a result of the Health and Homelessness Summit process led by City Manager Lynne Livingstone in collaboration with a broad cross section of health, community, and business leaders.

As the organization representing London’s development industry, we appreciated being invited to the table as a participant in the discussion, development and outcome of the Health and Homelessness Summit process. LDI’s Executive were full participants at all three Summit meetings and are fully committed to working with the City and community in moving forward in the implementation phase of the plan.

We want to thank the City Manager’s leadership in recognizing the need for the business community’s input and insight in tackling the health and homelessness issue facing our City.

LDI members believe in “Building London Better” for all of our City’s residents.

We ask for your support of the “Health and Homelessness Whole of Community System Response” and funding that will support the implementation of the plan.

If you have any questions, please contact us.

A handwritten signature in blue ink that reads 'Mike Wallace'. The signature is fluid and cursive.

Mike Wallace
Executive Director

cc: Lynne Livingstone, City Manager



The Salvation Army

Canada & Bermuda
Ontario Division

Centre of Hope - London

281 Wellington Street
London, ON N6B 2L4
Tel: 519-661-0343
www.Centreofhope.ca



Giving Hope Today

February 16, 2023

London City Council
RE: letter of support

This letter is in support of the work being done regarding the Health & Homelessness Whole of Community System Response.

The Salvation Army Centre of Hope has been involved with the homeless sector for over 70 years. We are the largest emergency shelter in London and support over 200 residents daily with food and lodging. We have been involved in the community by participating on various committees throughout the years and our building hosts various community initiatives (food bank, Housing Stability Bank, Withdrawal Management and the Recovery Community Centre).

We are a respected partner in our community and are pleased to have been part of this community response. We look forward to continued participation. We believe this community response is transformational; it is a true display of a large community coming together to look for solutions that too often work with a vulnerable population with little to no voice. In only three planned meetings, we have seen the London community come together to break down silos and barriers to ensure we are the best we can be in helping to solve a homelessness crisis.

This group of over 150 people, including businesses, health care, the homeless sector, law enforcement, emergency services, etc., have developed a common voice based on common principles and values.

This response is transformational in London and can be a resource to other cities in Ontario and Canada that are struggling with the same issues. The Centre of Hope is committed to this endeavour and to supporting this initiative by playing a role in the process and delivery of the recommendations to be put forward to you as our City Council.

This work is near and dear to everyone participating, as we believe lives will be affected and saved through this process.

Thank you for your support, and we look forward to working with all the involved partners with our city employees and our city council

Sincerely

Jon DeActis
Executive Director
Salvation Army – Centre of Hope



February 16th, 2023

London City Hall
300 Dufferin Avenue
London ON N6B 1Z2

Attention: London City Council

RE: Health and Homelessness Summit, and the Whole of Community System Response

The London Homeless Coalition (LHC) exists to advise, shape, and coordinate community responses to homelessness in the London area. Our membership consists of representation from the housing sector, City of London staff, voices of lived expertise and engaged citizens. Part of our work is to advocate for change that will help to prevent and end homelessness in our community.

We have a long road ahead and it will take the dedication from all levels of government and across sectors, including health, mental health and addiction, justice, and community support to provide the response our community needs now, to be working together on an immediate, short term and long-term strategy. This is a time for us to come together, and we have done just that through the work completed at the Health and Homelessness Summit. This is the transformative and comprehensive systems change that we believe our community needs now to save lives.

Many of us have been on the frontlines of this from the beginning of many competing crises trying to do what we can to help from every single angle and exhausting all options, and the reality is the needs are greater than our most dedicated efforts. We need your support. In order to expand what is working and address gaps, we strongly urge you to act in favour of this work by supporting this community plan and supporting the allocation of London Community Recovery Network funding to initiate implementation.

The Housing Crisis is a systemic failure that requires systemic change; solutions require a locally driven, unified response that is in alignment with Provincial and Federal priorities. We must also acknowledge the need to not only consult but directly invest in Indigenous-led solutions as a key component of this strategy. We believe London can play a key role as a leader in the province in demonstrating that collaborative transformation is possible. We have a community that is ready to tackle this issue together, and the LHC is committed to doing what we can to support this collective effort.

We are grateful to the City of London for leading this work, and to all those who joined this dedicated action to ensure that these life-threatening issues and the community members most impacted by them remain our community's top priority.

Thank you,

A handwritten signature in black ink that reads "J. Seeler".

Co- Chair of the LHC

Jaclyn Seeler



February 16, 2023

London City Council
300 Dufferin Avenue
London ON
N6A 4L9

Dear Council Members:

On behalf of CMHA Thames Valley Addiction and Mental Health Services, we are writing in support of the City of London's Health and Homelessness Whole of Community System Response initiative. Having collectively worked in the field of mental health and addictions for many years, we offer our strong endorsement of this work, which is the first of its kind in London and perhaps across the province.

There have been countless planning exercises in the past, but most of them have been sector-specific – for example, mental health services, addiction services, education, social services, violence against women services, and programs addressing homelessness. On occasion, the above services would collaborate; but never before have they all come together with the City, business owners, and developers, to consider the whole system and the partnerships required to make a real difference. For too long, there has been finger-pointing at various organizations, with the insinuation that “if someone just did a better job, these things wouldn't happen.” There is now a realization that the precipitants of the crises on the streets of London are complex and multi-faceted, and most certainly no one's fault. Therefore, the solutions must also be multi-pronged and well-coordinated, following a shared set of principles and commitment to the common good.

As various stakeholders have convened in the City-organized Health and Homelessness Summits over the last few months, there has been a palpable change in the way in which we have looked at the system, with difficult but positive conversations and steps toward tearing down silos and finding ways to work together. Existing partnerships are being enhanced and strengthened with community support – for example, **H.O.M.E.** (Health Outreach Mobile Engagement, which provides primary care, harm reduction, support with substance use, basic needs, and wraparound care services directly to people wherever they are) and **COAST** (Community Outreach and Support Team, which connects with individuals who are at risk of crisis or frequently experiencing crisis due to a struggle with mental health, mental illness, and/or addiction and provides intervention, de-escalation, and safe transition to appropriate care). Building on the demonstrated success of such programs, as well as the dialogue fostered by the Summits, organizations are beginning to plan additional collaborative initiatives in our community; and there is renewed energy for sustainable change.

CMHA Thames Valley Addiction and Mental Health Services has always anchored our service delivery in the values of collaboration and accountability and has continually partnered with others in numerous programs across the region. For example, we have staff working within the hospitals to facilitate transitions for individuals as they return to the community. We partner with London Middlesex Community Housing to provide supports and programs to both clients and other residents living in their



buildings. We believe in a system lens in addressing the needs of our community and invest our resources in collective work that will have a positive impact.

At a time when the needs of our community are at an all-time high and our service providers are stretched and distressed at the inability to offer appropriate and timely care, the Health and Homelessness Whole of Community Response has brought a glimmer of hope that change is possible and that we can make London a better place for everyone to live. This transformative opportunity can position London as an example for other cities who are also struggling with these difficult situations. Most importantly, however, this initiative will save lives and reduce suffering for those who for too long have lived in the margins of our community.

Thank you for supporting this vital work in your role at London City Council.

Sincerely,

Beth Mitchell
Co-CEO
CMHA TVAMHS

Linda Sibley
Co-CEO
CMHA TVAMHS

February 16, 2023

Lynne Livingstone
City Manager, City of London
300 Dufferin Ave
London, ON

Dear Lynne,

We write this letter in support of the work that the City of London has led regarding Health & Homelessness. Involving individuals and organizations from across the community, including many who historically have not been a part of the conversation, was unique and really underscores the commitment to do things differently. London can truly demonstrate how it is a leader in the province in reimagining how we work together.

As one of the largest housing first service providers working within the City of London Homelessness Prevention system, St. Leonard's is well aware of the crisis that we are facing: the marginalized members of our community are suffering and dying, the demand for affordable housing is out-pacing the supply, housing first programs are continually challenged with increasing complexity and acuity of persons served, and our healthcare and social service systems are becoming overwhelmed by the demands placed upon us.

Having been active participants and contributors to the Health & Homelessness Summits that the City has convened since November 2022, we are encouraged to see the whole of community response and the acceptance of housing as healthcare. We know that we will need to work differently together to provide hope, healthcare, and homes to all those in our community. We believe that housing is a fundamental human right.

We were pleased to be part of such an inclusive process, one that involved multiple sectors and that did so in such a comprehensive way. St. Leonard's will continue to share our experience and expertise in support of our shared purpose.

Sincerely,



Michael Oates
Executive Director



Sarah Ashkanase
Chair, Board of Directors



Stephen Williams
Chief of Police

February 17, 2023

Corporation of the City of London
300 Dufferin Avenue
London ON N6B 1Z2

Mayor Morgan and Councillors:

RE: Whole of Community System Response

Members of Council are well aware of the crisis of health and homelessness in our City. On a daily basis, members of the London Police Service witness first-hand the challenges faced by those with unstable or no housing, sometimes aggravated by other challenges such as addiction and mental health crises. To say the situation is dire would be an understatement.

As one of the few agencies that are able to respond on a 24/7 basis to persons in need of assistance, we recognize that police are not always the appropriate response and are not equipped to address underlying issues.

Starting in November 2022 and into 2023 I was pleased to participate in a series of health and homeless summits involving other municipal leaders and representatives from numerous social service agencies including frontline staff who deal directly with our vulnerable populations. The summits were focused on listening to subject matter experts including those with lived experience, learning about services currently offered, and identifying gaps in service and barriers to the provision of effective supports. There is widespread consensus that the current system is not working and swift and decisive action at the community level is necessary to more appropriately and effectively serve those in need. Better communication and coordination is required between all service agencies, across sectors and across disciplines, including the police.

Please accept this letter of support for London's Whole of Community System Response. The goal of the response is to provide timely, appropriate and sustained support that is people-centric and housing-centric.

The Whole of Community System Response requires your support. In my three decades of policing I have not witnessed anything like the momentum and will to effect change as that which emerged from the summits. I urge you to support the Whole of Community System Response and the development of an appropriate service delivery model, including appropriate funding, that will move ideas into action. We at the London

RE: Whole of Community System Response

February 17, 2023

Page 2

Police Service will do our part in working with all partners, across sectors, to implement such a model. A health-centric and housing-centric response will lead to better outcomes for those in need and less need for police involvement.

Yours truly,

A handwritten signature in black ink, appearing to read "S Williams", followed by a horizontal line.

Stephen Williams, M.O.M.

Chief of Police

London Police Service



February 17, 2023

Mayor Morgan and City Council
City of London
300 Dufferin Avenue, PO Box 5035
London ON N6A 4L9

Dear Honourable Mayor Morgan and Members of City Council:

Re: Support of the Health & Homelessness Whole of Community System Response

The Thames Valley Family Health Team strongly supports the proposed solution, which is based on a common set of principles and functions that were agreed upon by all participants at the recent Health and Homelessness Summits.

We believe that London can lead the way provincially in demonstrating that collaborative transformation is possible. It is encouraging to see progress being made in the building of new, strengthened relationships between organizations in many sectors and roles, and our organization is committed to supporting the process.

For example, The Community Hub on Queens Ave. is a visionary collaborative approach to service delivery for persons experiencing homelessness. Our organization is committed to providing long-term, team-based primary health care at The Community Hub, and to supporting our partners -- London Cares Homeless Response Services, the Congregation of the Sisters of St. Joseph, Regional HIV/AIDS Connection – in serving individuals who might otherwise fail to receive the services they require.

The Thames Valley Family Health Team strongly urges City Council to act in favour of this work by supporting this community plan and supporting the allocation of London Community Recovery Network funding to initiate implementation.

Ultimately this is about saving lives, alleviating suffering, mitigating the community impact of this crisis and safeguarding London's health and prosperity for the future.

Sincerely,

Handwritten signature of Dr. Kellie Scott in black ink.

Dr. Kellie Scott
Chair, Board of Directors

Handwritten signature of Mike McMahon in black ink.

Mike McMahon
Executive Director



YMCA of Southwestern Ontario

165 Elmwood Ave East
London, Ontario, N6C 0A8

February 17, 2023

London City Council
300 Dufferin Avenue
London, ON N6B 1Z2

Dear Councilors,

RE: Health & Homelessness Whole of Community System Response– Letter of Support

On behalf of YMCA of Southwestern Ontario, please accept this letter of support for the Health & Homelessness Whole of Community System Response.

YMCA of Southwestern Ontario's mission is to be dedicated to the enrichment of our communities through growth in spirit, mind, and body for people of all backgrounds, beliefs, and abilities. With health and fitness branches, camps, child care centres, community programs, and newcomer services across the region, the Y is committed to the development of healthy communities.

The acuity of the challenges facing London with regards to homelessness, mental health, and addictions is greater than ever. It is with this in mind that YMCA of Southwestern Ontario quickly responded to the invitation to join nearly 70 local individuals and organizations from across the community – from community health and social services, institutional healthcare, education, emergency services, business and economic development, land and housing development, City of London staff, and staff from all levels of government. Together, we have been collaborating on a proposed solution that would provide a transformational response to support the most marginalized Londoners. This proposed solution is based on a common set of principles and foundations which were agreed upon by all participants.

Our Y remains committed to making our communities healthier and more connected. We strongly urge Council to support this community plan. The heart of the Y is building a healthy community where all are welcome. Our greatest successes in that regard have been made through collaborations with like-minded partners. We believe this can be one of those collaborations, and it has the potential to transform the lives of some of London's most marginalized citizens, and our community as a whole.

Sincerely,

A handwritten signature in black ink that reads "Andrew Lockie".

Andrew Lockie, CEO
YMCA of Southwestern Ontario

Letter of Support

February 17th, 2023

Family Service Thames Valley was pleased to be part of such a comprehensive, cross-sectoral process looking to address the housing crisis in our area.

Individuals and organizations from across the community – from community health and social services, institutional healthcare, education, emergency services, business and economic development, land and housing development, City of London staff, and staff from other levels of government – came together with a commitment to do things differently, together. That, in and of itself, is unique and transformational. It's something that has never been done before in London and is something to be recognized and celebrated. The proposed solution is based on a common set of principles and functions, which were agreed upon by all participants and which we strongly support. We are already seeing progress in the breaking down of silos and barriers, and the building of new, strengthened relationships between organizations in a multitude of sectors and roles.

Our organization is committed to supporting the process in any way it can. We believe London can play a key role as a leader in the province in demonstrating that collaborative transformation is possible. There has never been a more important time to support an effort like this given that the majority of urgent referrals to our agency include housing needs. Individuals we support are either at risk or experiencing homelessness. Our organization strongly urges City Council to act in favour of this work by supporting this community plan and supporting the allocation of London Community Recovery Network funding to initiate implementation. Ultimately this work is about saving lives, alleviating suffering, mitigating the whole of community impacts of this crisis and safeguarding our community's health and prosperity for the future.

Thank you for your consideration.

Regards,



Nicola Memo, MSW, RSW
Executive Director

February 17, 2023

Mayor Josh Morgan and Members of City Council
City of London
300 Dufferin Avenue
London ON N6A 4L9

Dear Mayor Morgan and Councillors:

Re: Support of the Health and Homelessness Whole of Community System Response

On behalf of our team at the London InterCommunity Health Centre, I would like to offer our enthusiastic support for the proposed system model. It was a pleasure to be part of such a comprehensive, cross-sectoral process that engaged individuals and organizations across our community.

Through the summit process, we have built a coalition for change; we have a shared understanding of the challenge that is before us, and a deep commitment to doing things differently, together. The coalition spans health and social services, institutional healthcare, education, emergency services, business and economic development, land and housing development, City of London staff, and staff with other levels of government. This afternoon, with your endorsement of the system model, we hope you will join the coalition.

We feel strongly that the proposed system model is a vision for transformational change in our community. It is ambitious, and it is necessary. To be successful, we need a Whole of London approach that breaks down silos and barriers, strengthens relationships, and acknowledges that we are committing to a mission that is larger than any organization, sector, or level of government can accomplish on its own. City Council endorsement of the system model, and the allocation of London Community Network funding, will demonstrate unity and strength in meeting this crisis through transformative change. It also signals that we are ready to speak with one voice to other levels of government about what we need to bring about the change we so desperately need.

Your vote marks the end of the beginning of this journey. With your endorsement, we look forward to moving to the next critical phase of this work – system governance and implementation - and tackling that work with the same collaborative approach and sense of urgency that we have brought to date.

We can do this. We must do this. Let us lead the way in addressing the needs of our unsheltered neighbours, and serving as an inspiration for other communities across Ontario.

Respectfully,



Scott Courtice
Executive Director

□ 659 Dundas Street
London, ON N5W 2Z1
Tel: 519-660-0874
Fax: 519-642-1532

□ Unit 7 - 1355 Huron Street
London, ON N5V 1R9
Tel: 519-659-6399
Fax: 519-659-9930

□ Unit 1 - 1700 Dundas Street
London, ON N5W 3C9
Tel: 519-660-5853
Fax: 519-642-1532



www.lihc.on.ca

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

February 17, 2023

Dear Mayor Morgan and Council Members:

In a community where everyone matters, we all look after one another.

United Way Elgin Middlesex is pleased to provide a letter of support for the Health & Homelessness Whole of Community System Response that will provide a people-centred, housing-centric system co-designed by caring Londoners across a variety of sectors, which can be actioned and resourced immediately, in order to support the most marginalized in our community.


This work is as a result of a community-wide commitment to find new ways of working together to address this crisis, with widespread acknowledgement that this is a time when the challenges can't be fully addressed by any one agency, by any single focused collaborative, or by any one sector alone.

We are encouraged by the City's efforts to create a whole-of-community system response. It is a vital step in tackling the city's homelessness crisis and creating lasting system change. As we have heard clearly in the summit meetings, it is not a matter of if we should move forward with the system, rather how we will do it, together.

United Way Elgin Middlesex strongly urges City Council to act in favour of this work by supporting this community plan and supporting the allocation of London Community Recovery Network funding to initiate implementation.

Thank you for your consideration.

Sincerely,



Kelly Ziegner
President & CEO



Office of the President and CEO
800 Commissioners Rd. E., PO Box 5010
London, Ontario, Canada N6A 5W9
www.lhsc.on.ca

February 17, 2023

City Council
300 Dufferin Avenue
London, ON
N6B 1Z2

Dear Mayor Josh Morgan and Councillors,

As a community, we are facing a crisis. London Health Sciences Centre (LHSC) sees the effects of homelessness in our Emergency Departments and acute care services every day – and it's unacceptable. As a community we must do better.

At LHSC, we know that housing is a pillar and foundation for health. We recognize our responsibility to support vulnerable populations in our city and contribute to solutions that provide health for all. We are striving to build an inclusive and socially accountable health system, and this is work that can only be accomplished through cross-sector collaboration.

It's imperative that our team is part of our community's Health and Homelessness work. For the first time in our city, individuals and organizations from across sectors have gathered with a commitment to do things differently with a singular goal in mind – to ensure we are supporting those experiencing and at risk of homelessness.

We know the challenges we are facing as a community are increasingly complex. Our best chance to have both an immediate and lasting impact is through a collective response built on strong partnerships. London can be a leader in the province by demonstrating that collaborative transformation is possible. That's what we're here to do. These fortified relationships are inspiring. We are working together to address challenges now and as we plan for the future.

Our organization is deeply committed to this response. We've already discussed health services that we could provide in the community or support others in providing. We don't need to look farther than our Emergency Departments to see that there never been a more important time to support an effort like this.

In our own data review, we identified 1,645 unique patients living unsheltered who account for more than 6,300 Emergency Department visits each year (an average of four visits per year). Approximately 20% of these individuals who present to our Emergency Departments leave against medical advice and/or decline medical admission. An additional 15% are admitted as inpatients. These patients tend to have a longer length of stay than those not experiencing homelessness (40% longer). We know this data is an underrepresentation of those experiencing homelessness and that the magnitude of impact is much larger. Nonetheless, these are jarring statistics – each representing real human lives who deserve better.

LHSC welcomes continued partnership with City Council to act in favour of this work – in favour of all Londoners – by supporting this community plan and supporting the allocation of London Community Recovery Network funding to initiate implementation.

We extend our gratitude for your leadership in mobilizing multiple partners to address this critical issue and we look forward to continued collaboration to advance concrete deliverables. London Health Sciences Centre's commitment is to continue to partner to save lives and safeguard the community's health.

Warmest best,



Jackie Schleifer Taylor, PT, PhD, CHE
President and CEO
London Health Sciences Centre



Neal Roberts, Chief
MIDDLESEX-LONDON PARAMEDIC SERVICE

1035 Adelaide Street South, London, Ontario N6E 1R4 | T: 519-679-5466 ext 1107

February 17, 2023

To: Members of Council

I write this to express my support of the Health & Homelessness Whole Community System Response initiative. This innovative initiative will be fundamental in developing collaborative and comprehensive systems to support our most in-need citizens and ensure the strengthening of inter-organizational partnerships to target service & support gaps and provide a holistic care approach from within our community.

The coordinated and focused response of multiple agencies and sectors is necessary to provide real solutions to our community's current housing crisis and protect our vulnerable populations. Ensuring this is accomplished with a common set of principles and coordinated goals is critical to the initiative's success.

From the perspective of Middlesex-London Paramedic Service, this initiative creates opportunities for citizens to navigate support & health services better, connect with the most appropriate and definitive sources of care they require, and integrate several provincially recognized Middlesex-London Paramedic Service Community Paramedicine programs into a more comprehensive and far-reaching support network.

This increased focus on effective system navigation benefits patients and the emergency healthcare system systemically. Ensuring citizens have the resources and access to the most appropriate and definitive methods of support and care ensures the most effective utilization of emergency healthcare resources.

This response initiative will result in superior wrap-around services to citizens that may have called 911 and provide more appropriate resources and support, allowing for better, more complete & comprehensive support to ensure patients with chronic health issues are better managed.

I urge you to fully support this community plan and the allocation of London Community Recovery Network Funding to its implementation. Decisive action is needed to meet this crisis; this initiative safeguards our community's health by providing citizens with the resources they need, alleviating suffering and saving lives.

Chief Neal Roberts
Middlesex-London Paramedic Service



February 16, 2023

Strategic Priorities and Policy Committee
City of London

Via Email: sppc@london.ca

Dear Committee Members,

Since the Health & Homelessness Summit began, Mission Services of London has been a keen participant in this comprehensive, cross-sectoral process. We have been grateful to see our community as a whole, pulling together for collective impact; this is something we celebrate, and which encourages us in our continued engagement.

It seems we are on the cusp of something transformational, aimed at better serving the needs of neighbours who struggle with persistent challenges in our city. This work is motivated by the desire to save lives, alleviate suffering and safeguard our community’s health and prosperity for the future – all noble goals that inspire us.

Discussions around a Whole of Community System Response dovetail in a timely way with Mission Services of London’s Strategic Action Plan, through which we are reimagining services to enhance the continuum of care for the men, women and children we serve each day.

In reconceiving the future, we seek to better support individuals and families who struggle with homelessness and poverty, mental illness and addiction. Being at the intersection of health and homelessness in our services, and bringing to the table long-standing experience in this field, we are keenly interested in the unfolding work catalyzed by the Health & Homelessness Summit.

London has an opportunity to widely demonstrate leadership through this work.

We look forward to continued engagement in the process and are pleased to see the hopeful, collaborative exchange to which it is leading.

Sincerely,

Ericka Ayala Ronson
Executive Director

Administration Office
4-797 York Street
London, ON N5W 6A8
T. 519.433.2807
F. 519.434.1956
missionservices.ca

Community Mental
Health Programs
457 York Street
London, ON N6B 1R3
T. 519.672.8500

The Men’s Mission &
Rehabilitation Centre
459 York Street
London, ON N6B 1R3
T. 519.672.8500

Quintin Warner House
477 Queens Avenue
London, ON N6B 1Y3
T. 519.434.8041

Rotholme Women’s
& Family Shelter
42 Stanley Street
London, ON N6C 1B1
T. 519.673.4114

Mission Store
4-797 York Street
London, ON N5W 6A8
T. 519.438.3056
missionstore.ca



Changing Lives

By disrupting violence and abuse, we play a pivotal role in contributing to the safety of women, children, and men.

London-Middlesex | St. Thomas-Elgin | Chatham-Kent

Date: February 17th, 2023

To: City of London's City Clerk and City Council

Re: SPPC Meeting – Letter of Support for Health and Homelessness Summit

For over 25 years our agency has constantly seek to start and shape the conversation around gender-based violence, while delivering services needed to keep individuals and families safe. We currently provide domestic violence related programming to over 600 individuals a year in London, St. Thomas, and Chatham Ontario. Our goal is to disrupt intimate partner violence by engaging those who cause harm to create safer communities for all.

Our organization was pleased to be part of the Health and Homelessness Summit, which was a comprehensive, collaborative, and cross-sectoral process. Individuals and organizations from across the community – from community health and social services, institutional healthcare, education, emergency services, business and economic development, land and housing development, City of London staff, and staff from other levels of government – came together with a commitment to do things differently, together.

Our organization is committed to supporting the process in any way it can. We are hopeful and we know our community can and must do more. We hope to see this initiative help to achieve the City's strategic pillar of having a safe city for women and girls. This initiative is a great opportunity to include a shared language/approach and tools to identify and address risk around gender and intimate partner violence. We know homelessness is a major risk factor and therefore if reduced, can reduce harm and increase safety for all. Changing Ways is excited to be a partner in this journey.

Sincerely,

Tim Smuck

Tim Smuck, Executive Director

February 17, 2023

Mayor Josh Morgan and Members of City Council
City of London
300 Dufferin Avenue
London, ON N6A 4L9

Dear Mayor and Councillors:

Re: Support of the Health and Homelessness Whole of Community Support System

On behalf of our whole team at London Cares Homeless Response Services, we fully support the new system model developed through the comprehensive and full participation of a wide cross sector of both public and private community representation. As a small non-profit agency it was inspiring to see institutional healthcare, emergency services, business and economic development, City of London staff and staff from other levels of government come together to work on solving this crisis. It was very clear during the Summit process that there is a full understanding of the crisis before us and the commitment to do things differently together.

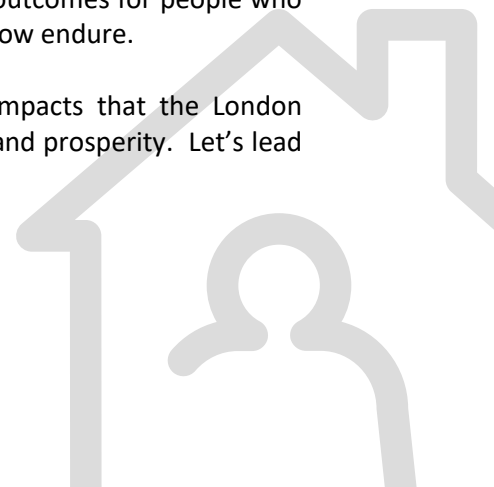
The proposed solution is based on a common set of values and principles agreed upon by all participants, which we live by and strongly support. This transformative system model, inspired and built through a coalition for change, is new for London and should be celebrated. The current crisis of homelessness is complex to try and solve and this new system strives to meet this challenge. This will only happen as we work to break down silos and build new and strengthened relationships with a Whole of London approach. City Council's endorsement of this new system model and the allocation of the Community Network funding will be critical. This will signal to other levels of government that London speaks with one voice and is ready to be a leader in creating a new system approach.

As London Cares is on the front lines, working with the most marginalized people who are now housing deprived with the most complex needs, we have witnessed first hand the devastating reality of people suffering and dying. We have felt the pressure to provide service that has exploded by more than 100% over the past year. This new system takes huge leaps in solving this crisis and London Cares is fully prepared to do whatever it takes to support this innovative new system approach. Our staff need the hope that this new model will provide, to both save lives and improve health outcomes for people who live in the margins. Hope is the best inoculation against the moral injury staff now endure.

Join us in endorsing this new system model that will mitigate the many impacts that the London community is facing with this crisis and let's safeguard our community health and prosperity. Let's lead the way and inspire other communities across Ontario.



Anne Armstrong, Executive Director



Office of the President
St. Joseph's Health Care London
PO Box 5777, STN B
London, ON N6A 4V2
T: 519 646-6100 ext. 64200
www.sjhc.london.on.ca

February 17, 2023

London City Council
sppc@london.ca

St. Joseph's Health Care London has been pleased to be one of the sponsor organizations for the Health and Homelessness Summits and to join with organizations from numerous sectors across London to better serve and support some of the most vulnerable individuals in our community. All partners have provided unique perspectives, expertise and experiences so critical to creating a meaningful and lasting change. At the core is a shared commitment to do things differently, as a collective, with a common vision of a 'Whole of Community System Response'.

St. Joseph's supports the proposed cross-sector and multidisciplinary solution, which is based on a common set of principles. Together, we have co-designed a system solution with those who have lived and living experience as a foundational element of this important work.

To be part of this ground-breaking response to the homelessness crisis in our city is a privilege and a responsibility fully embraced by St. Joseph's. As a health care provider committed to the wellbeing of our community, with expertise in mental health care and a mission to advocate for the most vulnerable, and one that understands the power of partnership, we look forward to being part of a transformative and collaborative new direction to end suffering and save lives.

Sincerely,



Roy Butler, PhD
President and Chief Executive Officer

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869

Renowned for compassionate care, St. Joseph's is one of the best academic health care organizations in Canada dedicated to helping people live to their fullest by minimizing the effects of injury, disease and disability through excellence in ¹⁴⁶care, teaching and research.



sjhc.london.on.ca

From: Barbara Legate
Sent: Wednesday, February 22, 2023 9:33 AM
To: SPPC <sppc@london.ca>
Cc: lindsay; Health Summit; Scott, Kim <kscott@London.ca>
Subject: [EXTERNAL] Homeless initiative

Dear Council Members

I attended the final two summit meetings. My reason for being there was three-fold:

1. I own a business that operates out of the Woodfield-core area;
2. I own a building there; and
3. I am very concerned about the wellbeing of the folks I see on a daily basis. It is heart breaking and very frustrating to see their numbers grow.

I lived near the corner of Oxford and Richmond for over 30 years. I walked to work most days. Over that time period the once-in-a-blue-moon panhandling grew to daily with one or two folks, then moved to a consistent barrage. The City must take immediate steps to correct this problem before the core dies, along with too many of its citizens. The plan put forward to you is exceptionally far-sighted and with proper support could be a template for other communities to follow.

I encourage its adoption.

**Barbara
Legate**

Legate INJURY
LAWYERS

LegateLaw.ca



**365 Queens Ave, London
N6B 1X5**

From: Mike Anderson
Sent: Wednesday, February 22, 2023 9:21 AM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Housing in London

Hello

I hope I'm reaching the right place as I believe it is a strategic priority for London. I'm wondering how out-of-the-box London is willing to look to address the housing crisis in our community? I got to thinking about it driving to work this morning seeing vacant spaces like the old psychiatric hospital right beside the old army base and I suspect those are earmarked for something, but if not this goes along with my other thought. I realize we don't want to convert London into a gigantic trailer park, but I have a seasonal trailer at Fanshawe Conservation Area that understandably sits empty for six months of the year and historically I know that there are rules and regulations around campgrounds and being open all year round. I also know there's a lot of logistics involved in providing water and heat to a trailer and trailer park in the winter. That said, we are in unprecedented times and as far as I'm concerned are in a crisis for affordable housing. Is it not conceivable to look at all year around trailer parks or whatever the politically correct term is including looking at the feasibility of opening up at least parts of Fanshawe Conservation Area for year-round residency? Again I know there's a lot to consider here, but I also think it's time to look at any and every option and I would be more than happy and willing to get involved in anyway I can .

February 23, 2023

Dear Members of the SPPC Committee,

The Sisters of St. Joseph, give our wholehearted support to the Whole of Community System Response and the way in which it has reawakened our collective will to be a community that can do better and work more collaboratively. Over the period from November to January, many of us experienced a growing ecosystem of care that was waiting just below the surface for a flashpoint to bring it forward.

Over many years, we have heard many partners in the city express growing discouragement verging on despair some days, that in spite of tremendous care and hard work, we simply are not able to create the change we know is possible and that the community needs.

We are pleased to walk together with so many sectors bringing our strengths together. The process itself has been incredibly inspiring and full of commitment for the new that we can be together. As you know, we are part of the 602 Queens Hub with Regional HIV/AIDS Connection, London Cares Homeless Response Services, Thames Valley Family Health Team and ourselves, St. Joes Café. We hope to be able to offer some of our new learnings, share some of our not so helpful decisions [in hindsight] and what we see changing as we move along.

We appreciate your part in this process and look forward to being part of a system in transformation. *We're in!*



Sister Margo Ritchie, Congregational Leader, and all the Sisters of St. Joseph



February 23, 2023

City of London
Strategic Priorities and Policies Committee
City Hall
300 Dufferin Ave
London, ON, N6A 4L9

Dear Strategic Priorities and Policies Committee,

Subject: Health and Homeless - Whole of Community System Response

Downtown London has been pleased to participate in the Health and Homeless Summits and we thank City staff for including businesses to share in these important conversations. Never have our organization and members been engaged with so many individuals and organizations from across the community to address the ever-growing crisis – from community social services, healthcare, education, emergency services, land and housing development, City of London staff, and other members of the local business and economic development sectors. It has been truly transformational and something to be proud of as our community progresses towards breaking down silos and barriers.

We acknowledge that we all have an important role to play in the response and solutions of this community crisis and the “whole of community” approach that is required. Our members often experience the impacts of this crisis, without the resources and knowledge they need to help and resolve issues. Through our participation in this process, we are hopeful and encouraged with the level of commitment in our community to establish better approaches, tools, and support that will lead to more effective, coordinated, and timely responses for those who need to be better served by this system.

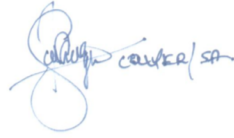
Downtown London strongly urges the SPPC and City Council to act in favour of this work, as details of the community plan’s execution become available, utilizing the whole of community system response to address the health and homeless crisis in London.

Ultimately, this is about saving lives, minimizing suffering, and building up our city from a social, economic development and cultural perspective. Our city will not achieve its true economic or quality of life potential if housing, health, wellness, and safety issues in our community are not prioritized through improved coordination, collaboration, and longer-term planning of this system.

Sincerely,

A handwritten signature in black ink, appearing to read 'B Maly', with a long horizontal flourish extending to the right.

Barbara Maly
Downtown London Executive Director

A handwritten signature in blue ink, appearing to read 'Scott Collyer', with a long horizontal flourish extending to the right.

Scott Collyer
LDBA Board Chair

February 23, 2023

Attention: Strategic Priorities and Policy Committee (SPPC)

Attention: Mayor J. Morgan and Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Peloza, D. Ferreira, S. Hillie

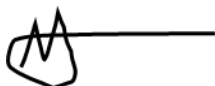
I am writing this letter on behalf of VHA Home Healthcare Extreme Cleaning and Hoarding Support Programs in support of the Health & Homelessness Whole of Community System Response.

As a non-profit homelessness prevention program that has been in London for over 10 years, we agree that something needs to change, that housing is a fundamental human right and without housing we see poor health outcomes with death at its worst. These unprecedented, unnecessary, and completely avoidable deaths have passed 200 in the last 3 years. Hundreds of Londoners passing away on the streets, in parks and in extreme weather conditions, all preventable. We feel strongly that there is no better time than now to have a transformational change across all sectors. As a London born resident, front line worker and community member with a personal connection to the homelessness issue here I am eager to help where I can. Our organization will support the Community Response in any way that we can.

Our program will continue to focus on prevention, advocacy and keeping those at risk for homelessness to remain housed and out of the homelessness continuum. We agree wholeheartedly that the priority is in Timely and Direct Pathways to Housing by using the “no wrong door” approach which reduces barriers to those that are homeless or precariously housed. We are excited to see the Network of Hubs that will be across the city to meet people where they are at, to reduce stigma and provide 24/7 access to what these vulnerable people require. We were awestruck during the State of the City address when an unrestricted \$25 Million Dollar donation was seeded to start the Health and Homelessness Fund for Change with an additional \$5 Million matching dollars for those who donate. It is encouraging to see so many people come together for the same cause. London is unique and well positioned to be a leader in this response and will demonstrate to the country how a city can make a major shift and transformative change.

VHA Extreme Cleaning and Hoarding Support Program will continue to support the community by preventing evictions and subsequent homelessness among those that are already experiencing chronic health issues, stigma, discrimination, poverty, and other vulnerabilities. We know that evicted adults have higher all-cause mortality. We look forward to seeing the positive changes coming from this historic community response.

Kind regards,



Melissa Davis
Supervisor – Community Support Program - Extreme Cleaning and Hoarding Support (London)
VHA Home Healthcare



Strategic Priorities and Policy Committee
c/o London City Hall
300 Dufferin Ave,
London, ON N6B 1Z2

23 February 2023

Dear Members of the Strategic Priorities and Policy Committee:

On behalf of the St. Joseph's Health Care Society, I would like to register our clear and strong support for the Health & Homelessness Whole of Community System Response. Three key factors stemming from the initiative undergird our support.

Firstly, the Response is rooted in a fundamental principle – namely, that housing is healthcare, and a fundamental human right. Housing is widely recognized as one of the key social determinants of health. And as study after study confirms, there is an interdependence between health outcomes, health system utilization and accessibility to housing. The Response acknowledges and embraces the vital need for a systems approach to the issue of homelessness.

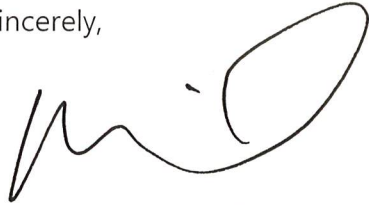
Secondly, the fact that over 200 individuals representing more than 70 organizations from across London were able to develop the model in less than 100 days demonstrates a very real sense that “we are all in this together” as a community. I had the honour of representing my organization at the third Summit and experienced first-hand the participant's bond around a common commitment to overcoming homelessness in our City.

Finally, and most importantly, the Response provides a legitimate possibility of hope for the most marginalized persons in our community who are in need of housing. This plan will save lives and provide access to much needed care. The Response demonstrates that the dignity of persons experiencing homelessness is something the City of London is committed to supporting and promoting.

St. Joseph's Health Care Society
c/o St. Joseph's Health Care London, 268 Grosvenor Street, Room E4 - 113
PO BOX 5777, STN B, London, ON N6A 4V2

There is no doubt that the path ahead will be filled with many challenges, but please be assured of our willingness to support the next phase of the development of system governance and Response implementation in any way that we can.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard Corneil', with a large, stylized loop at the end.

Richard Corneil, CEO

St. Joseph's Health Care Society
c/o St. Joseph's Health Care London, 268 Grosvenor Street, Room E4 - 113
PO BOX 5777, STN B, London, ON N6A 4V2

Dear colleagues,

I hope you will join me in supporting the proposed *Whole of Community System Response Report* to be considered at the February 28th meeting of the Strategic Priorities and Policy Committee.

Over the last several months, more than 200 Londoners, representing upwards of 70 different groups and organizations, have joined together as part of an effort that's not only the first of its kind in our city, but anywhere in Canada. This is a truly historic, and unprecedented undertaking.

Members of London City Council now have an opportunity to join in this effort, not only by virtue of our support on this occasion, but in a variety of ways going forward. There is no issue of greater importance, and no issue of greater consequence facing London today. What's before us represents our greatest opportunity to make meaningful progress, and lasting change.

Although not all questions will be answered today, and adjustments will need to be made through the implementation process, I do believe in the proposal before us because I believe in the process and in those who have contributed to its design. I believe in their commitment, their compassion, and their expertise.

I look forward to the questions, thoughtful debate, discussion and ultimately supporting the proposal before us today. This will not be the end of the process but is a critical step in transforming our system into a people centered and housing centric response.

I am humbled to stand with each of you, and all those involved in this effort, as we consider this report and seize the opportunity to affirm our belief in this life changing and life saving work.

Sincerely,

A handwritten signature in black ink, appearing to read 'Josh Morgan', with a long horizontal flourish extending to the right.

Josh Morgan
Mayor, City of London

Feb 24, 2023

To: The Strategic Priorities and Policy Committee (SPPC)

Today, we have the unique opportunity to develop and implement a holistic systems approach to address the homelessness crisis in the City of London. We need the input, support and expertise of everyone involved to make this new system meaningful and successful.

Although the immediate need is housing, appropriate supports and services are vital for a person's success while exiting homelessness. At VHA Home HealthCare, we provide vulnerable Londoner's at risk of eviction due to unit conditions, support and services to remain housed by making their home a healthy and safer environment with our Extreme Cleaning and Hoarding Support Services programs.

We support the initial work and plans to date and would be greatly honored to participate in the development of addressing the homelessness crisis specifically in the area of eviction prevention.

Thank you for your time,

Sincerely,



Samantha Jani

Manager, Client Care and Operations

Community Support Programs

sjani@vha.ca



February 22, 2023

City Council
Strategic Priorities and Policy Committee

RE: Health & Homelessness Whole of Community System Response

This letter serves as confirmation of the Middlesex London OHT's support for the Health & Homelessness Whole of Community System Response.

The Middlesex London OHT (MLOHT) was pleased to be part of such a comprehensive, cross-sectoral process. Individuals and organizations from across the community – from community health and social services, institutional healthcare, education, emergency services, business and economic development, land and housing development, City of London staff, and staff from other levels of government – came together with a commitment to do things differently, together. That, in and of itself, is unique and transformational. It is something that has never been done before in London and is something to be recognized and celebrated.

The proposed solution is based on a common set of principles and functions, which were agreed upon by all participants and which we strongly support. We are already seeing progress in the breaking down of silos and barriers, and the building of new, strengthened relationships between organizations in a multitude of sectors and roles, including via the Circle of Support.

The MLOHT is committed to supporting the process in any way it can. This may include:

- Co-design support/coaching,
- the MLOHT Patient/Client, Care Partner Council informing a governance structure that empowers the voice of those with lived/living experience,
- Informing governance and decision-making structure that is grounded in trust, transparency, collaboration and health equity,
- alignment with the Mental Health and Addictions Collaborative Quality Improvement Plan (cQiP), and
- supporting the backbone structure.

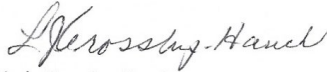
We believe London can play a key role as a leader in the province in demonstrating that collaborative transformation is possible. There has never been a more important time to support an effort like this.

Our organization strongly urges City Council to act in favour of this work by supporting this community plan and supporting the allocation of London Community Recovery Network funding to initiate implementation. Ultimately, this work is about saving lives, alleviating suffering, mitigating the whole of community impacts of this crisis and safeguarding our community's health and prosperity for the future.

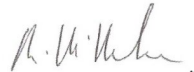


Please consider this letter as formal support of our OHT, acknowledging the strong alignment of this work with Middlesex London OHT's purpose of improving our healthcare experience together – where people are heard, care is connected, and whole health is possible for everyone.

Yours truly,



Linda Crossley-Hauch
Co-Chair, Middlesex London OHT
Coordinating Council



Mike McMahon
Co-Chair, Middlesex London OHT
Coordinating Council

cc: Amber Alpaugh-Bishop
Middlesex London OHT Lead

Dr. Sarah Jarmain
Middlesex London OHT Clinical Lead

Dr. Gord Schacter
Middlesex London OHT Clinical Lead



February 24, 2023

Dear Strategic Priorities and Policies Committee,

It's been over three weeks since the Health and Homelessness summit. We write to you on behalf of the School of Social Work at King's University College to pledge our support for your initiative to bring together service providers and policy makers to the table in addressing the problems we face. We are acutely aware of the homeless crisis in the City of London; one that has only intensified and continues to do so.

Our system is in dire need of repair. The number of homeless individuals in the community are increasing at an alarming rate, in tandem with mental health issues and addictions. The extreme demand for services far outweighs the current capacity of agencies to effectively address those needs. Therefore, we are excited by the synergy and ideas brought forward by the hundreds of participants during the summit to look at new and collaborative ways of delivering programs and services to some of the most vulnerable members of our community.

Each year, the School of Social Work at King's University College trains and graduates dozens of high-quality professionals (BSW's and MSW's) eager to support a community in need. These new and soon-to-be Social Workers are critical assets to securing a way forward concerning these issues.

King's University College is working on the creation of a program that can collaborate with organizations in London in response to the homelessness crisis. We want to evolve our King's Community Support Centre that has already started at the Salvation Army, Centre of Hope. The new partnership offers students practical counselling experience while providing support to individuals and families impacted by homelessness, substance use recovery, mental health, and other traumas.

King's School of Social Work's Field Education program is inviting a partnership to provide social work support through an expanded Community Support Centre. Under direct clinical supervision, the "Centre" would provide counselling to address more complex mental health and addictions issues, program development, system navigation and community coordination in an effort to respond to the significant demand for service and resulting wait lists from existing programs. Initial work would include a needs assessment of existing community services to ascertain gaps that could be supported through this partnership. This initiative is intended to

align with the strategic plans of King's and the City of London in supplementing existing community services, while offering options for more extensive human services support. King's University College and fellow partners stand ready to be a part of the solution.

Sincerely,

A handwritten signature in black ink, appearing to be 'S. Patel', written in a cursive style.

School of Social Work, King's University College

SLWAR

Street Level Women At Risk

Feb. 24, 2023

London City Hall
300 Dufferin Avenue
London ON N6B 1Z2

Attention: London City Council

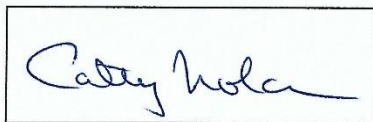
RE: Health and Homelessness Summit, and the Whole of Community System Response

Street Level Women at Risk (SLWAR) is a Collaborative of 27 diverse organizations who have united under one model to assist individuals who identify as women engaged in survival sex work and experiencing chronic homelessness in London, Ontario to secure permanent housing with supports and begin working towards achieving their goals. Using a housing stability approach, SLWAR provides rapid response, housing finding services and housing allowances, intensive in-home support, and coordinated referrals and intentional connections focused on promoting choice and safety in sex work, long-term health and wellbeing, and community integration and belonging. As such, SLWAR is a long-term, person centred housing stability solution with no limit on the length of program participation and where the types and length of support provided are based on the needs of each participant.

SLWAR was pleased to be part of such a comprehensive, cross-sectoral process. We fully endorse the Health & Homelessness Whole of Community System Response. Individuals and organizations from across the community – from community health and social services, institutional healthcare, education, emergency services, business and economic development, land and housing development, City of London staff, and staff from other levels of government – came together with a commitment to do things differently, together.

Our organization strongly urges City Council to act in favour of this work by supporting this community plan and supporting the allocation of London Community Recovery Network funding to initiate implementation.

Thank you,



Cathy Nolan, Managing Director
Street Level Women at Risk

From: Sherry Rodrigues

Sent: Sunday, February 26, 2023 2:10 PM

To: ppmclerks <ppmclerks@london.ca>

Subject: [EXTERNAL] February 28, 2023 Meeting pertaining to Homelessness Crises in London.

The crises of mention is the creation of all levels of government. Providing safe injection sites, drug paraphernalia, cigarettes, income supports, hotel accommodations, feeding stations, clothing, medical care, shelters, and the institution of bylaws allowing them to set up wherever they choose is encouraging more and more of them to take up residency here. What's not to like after all?

Meanwhile, there are residents in this city who are barely hanging on- who can't heat their homes or buy medications and food - and yet you continue to divest us of more of our resources to pay for your grandiose schemes of saving the vagrants who are robbing our neighborhoods of our belongings, our personal safety, property values and enjoyment of our homes and city. These individuals don't have a greater right to tax funded resources and services than the rest of us. Decisions are to be made for the greater good of the entire city. We cannot afford to pay for them too!

In my nearly 30 years of home ownership, I, like thousands of others, have paid consecutively more of my already taxed dollars to receive less and less services.

I object to this use of my tax dollars.

As I am unable to take the afternoon off from work to attend this meeting in person, I ask that this be read during the meeting and all responses, comments, etc. be sent to me as transcript.

Thank you

Cheryl Rodrigues

Hello,

Could you please add the attached report to the public agenda for discussion?

With kind regards,
Bigdan Baginski
Ward 1 resident

----- Wiadomość oryginalna -----

Temat: URGENT! Grab for taxpayer's money - Feb. 28th, 2023. I say NO!

Data: 2023-02-27 11:29

Nadawca: "bogdan"

Adresat: mayor@london.ca; hmcaster@london.ca; slewis@london.ca; pcuddy@london.ca; sstevenson@london.ca; jpribil@london.ca; strosow@london.ca; crahman@london.ca; slehman@london.ca; ahopkins@london.ca; pvanmeerbergen@london.ca; sfranke@london.ca; epeloza@london.ca; dferreira@london.ca; shillier@london.ca;

Dear Councillor,

We live in the predicament of growing acute scarcity in many areas.
Housing, health care, good jobs etc.

Can we afford to spend \$2,884,186 (from London Community Recovery Network)
on a sketchy, full of generalities and platitudes proposal like
"The whole of community system response" ?

Where did they get their numbers from? 12- 15 hubs? Number of housing units
to develop? Estimates for development?

Please review what I am offering. I prepared this in one day.

I can singlehandedly develop the system I am describing in a few months.
For free. I am a volunteer with a mission.

Also I am a taxpayer and I don't like the help industry's grab for public funds.

If not outrightly reject their "The whole of community system response" at least refer it
for further study.

Let all the money go to add to the stock of housing units. That's the best
for the disadvantaged of this city.

With kind regards,
Bogdan Baginski

P.S. TAXPAYERS PROPOSAL.

REPORT TO STRATEGIC PRIORITIES AND POLICY COMMITTEE

TO: Chair and Members, Strategic Priorities and Policy Committee
FROM: Ward 1 residents/taxpayers
SUBJECT: The disadvantaged (hungry, sick, homeless) community stewardship ecosystem -
a 21st century view.
DATE: Feb. 28, 2023

AUTHORSHIP

The author(s) of this report represent Ward 1 taxpayers, who are not represented
in the "Whole of Community" System Response.

The principal author of this report has professional experience developing workflow-based systems
(VisiTec Document Management, Gemstone/Verve Process Engine, Notes/Domino, open source
workflow

management)

"Whole of Community" meaning rather: mental health services, addiction services, education, social services, violence against women services, programs addressing homelessness etc.

The Community at large - the taxpayer's view being left out entirely.

RECOMMENDATION

That on the strength of its merits and grass roots support report be received for information purposes and the following actions be taken with respect to the report.

- a) That, Council Endorse the Disadvantaged Community Stewardship Ecosystem
- b) That, Civic Administration Be Directed to allocate the remaining fund of \$2,884,186 from the London Community Recovery Network funds towards the implementation of the Ecosystem;
- c) That, Civic Administration Be Directed to proceed with supporting the implementation of the Disadvantaged Community Stewardship Ecosystem;
- and,
- d) That, Civic Administration Be Directed to report back to a future standing committee on progress updates.

EXECUTIVE SUMMARY

This report is the result of a research project into homelessness undertaken many years ago in Toronto and continued in London. It offers a solution architecture view - system view of a system/ecosystem to provide stewardship of the disadvantaged community. It builds on the ideas presented in Peter Block "Stewardship. Choosing Service over Self-Interest".

The system should be able to handle all types of housing provisioning, not only housing with high [supports.In](#) programs operated in limited timeframes (e.g. out of the cold) additional housing resources could be connected to the system to accomodate increased demand.

The ultimate solution to the problem at hand (feeding, healing, housing of the disadvantaged) is outlined.

LINKAGE TO THE CORPORATE STRATEGIC PLAN

TBD by the city staff.

CONTEXT

Previous report:
"People Centered and Housing Centric Health and Homelessness in London, Ontario: A Whole of Community System Response".

"The Housing Stability Action Plan".

Governments deliver services by way of vehicles like ServiceCanada or ServiceOntario systems.

ServiceOntario, with all the volume of service requests handled, has only 4 locations in London.

Many services are available only online - via a Internet browser-based application. In the past self-service kiosks were a vehicle of service delivery. As of now independent bussienss owners can own a private ServiceOntario centre through the competitive procurement process.

SOLUTION ARCHITECTURE ANALYSIS (outline)

The process of allocating a housing unit/a bed in case of short term accommodation like e.g. respite centre to a needy homeless person can be automated. A referral to a housing location can take the form of a request submitted via an online

application (or a telephone call).

The request can be for a meal, consultation with a physician etc.

The request/referral can require a collaboration of a few roles/actors all working on a different aspect of it in the context of one file/record - the case file.

The required functionality of the solution will be represented by way of workflow/process models capturing processing steps.

DESIGN (outline)

The above scenario(s) implies the use of a software architecture pattern of workflow/process management - implying: work/process flows and their execution by workflow/process engines as key concepts.

The required functionality of the solution will be represented by way of workflow/process models capturing processing steps.

The workflow/process management technology is very mature (going back 30 years).

The Solution consists of 2 distinct layers: the enabling platform (workflow/process management) and a set of executable work/process flows capturing the functionality also known as the application.

The application/platform will be referred henceforth as the system.

Being connected to the system means becoming an active node - participating in request processing work/process flows.

The system is just a type of advanced business application, like many others supporting business operations. It will cause minimal disruption to the environment/existing operational standards in the areas of: workforce development, system governance, standards of care, shared systems/process/supports, and centralized data and measurement.

The nodes are of following types:

- access e.g. a library Internet connected computer with limited functionality (account/profile)
- full service
- resource
- agency
- oversight - management

The ecosystem consists of nodes connected to the system (platform/application).

IMPLEMENTATION TECHNOLOGY.

There is a multitude of technology providers. The selection of one of them will be primarily driven by the availability of support for the complexities of work/process flows as defined in the analysis phase and follow the usual competitive procurement policies.

An example is given here - for no particular reason this supplier was selected.

(link to YT clip)

<https://www.ionetsoftware.com/A55B82/ionethome.nsf/WorkflowManagerDemo?OpenForm>

Priority will be given to open source, license fees free offerings.

NEXT STEPS

1) the director of IT will take ownership of the system development following existing methods/standards; the director of IT will develop the ecosystem implementation and roll-out plan based on information from other units (real estate acquisition and service providers).

In accordance with the stewardship paradigm - "service over self-interest" the system will be developed by volunteers (the author of this report offering his availability right here).

2) a seasoned real estate development unit (project team) will be formed and tasked with the creation of the housing unit/beds stock - for connection to the system as resource [nodes.This](#) unit will have absolute priority in terms of funding. What's the point of the system if there are no housing units/beds available for allocation to the disadvantaged community.

3) service provider sector (the so called Whole of Community) will undergo a process of re-engineering and consolidation.
(in accordance with the stewardship paradigm of priority of service over self-interest), the service providers will be obtaining funding based on the number of service requests processed; the number of service providers will be drastically reduced; there will be a shift to reliance on volunteers subscribing to the stewardship paradigm; cancerous situations where overstuffed offices are funded by the taxpayer while no service request was processed will be eliminated; In accordance with the stewardship paradigm - "service over self-interest" the services will be provided by qualified volunteers. The number of payroll positions will be reduced to bare minimum.

4) the taxpayers will assume the duty of oversight/monitoring of ecosystem development and its operation; they will monitor the implementation plan and monitor the financials on a quarterly basis; they will use all means available to maximize the housing development and minimize the development/operation costs of the system (essentially the resource allocation). In accordance with the stewardship paradigm - "service over self-interest" the services will be provided by qualified volunteers. There will be no payroll positions.

5) efforts will be made to continuously extend the reach of the platform creating more capability to host business processes.

FINANCIAL IMPACT/CONSIDERATION

The allocation of the remaining fund of \$2,884,186 from the London Community Recovery Network funds towards the implementation of the Ecosystem will be made available to the real estate unit as the capital fund to develop housing units/temporary beds stock;

CONCLUSION

The above presented ecosystem builds on the ideas of many contributors.
Coordinated access systems - as already operated by the city of London
- being the major one.

Conceptual frameworks like distributed coordinated/collaborative resource allocation.

The concept of the platform is introduced as the foundation to build upon in the future.

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Lynne Livingstone, City Manager

Subject: Developing Council's 2023-2027 Strategic Plan: Draft Strategies and Order of Magnitude Costing

Date: February 28, 2023

Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

- a) the report, entitled "Developing the 2023-2027 Strategic Plan: Draft Strategies and Order of Magnitude Costing" BE RECEIVED for information; and,
- b) Municipal Council BE REQUESTED to provide the Civic Administration with direction on the draft strategies for the 2023-2027 Strategic Plan.

Executive Summary

The City of London's Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus to guide the work of Council and Administration for the next four years and identifies the strategic direction that will drive financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

At the February 28, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate on key elements of the 2023-2027 Strategic Plan. This will include discussion and deliberation on the draft strategies. To support Council's deliberation on the draft strategies, preliminary cost estimates (order of magnitude costing) have been tabled for any strategies that will require new investment.

An update on the community engagement results will be provided to Council through the Added Agenda on February 27, 2023.

Linkage to the Corporate Strategic Plan

Council's Strategic Plan is a foundational document that guides the work of Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

2019-2023 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022, December 12, 2022.

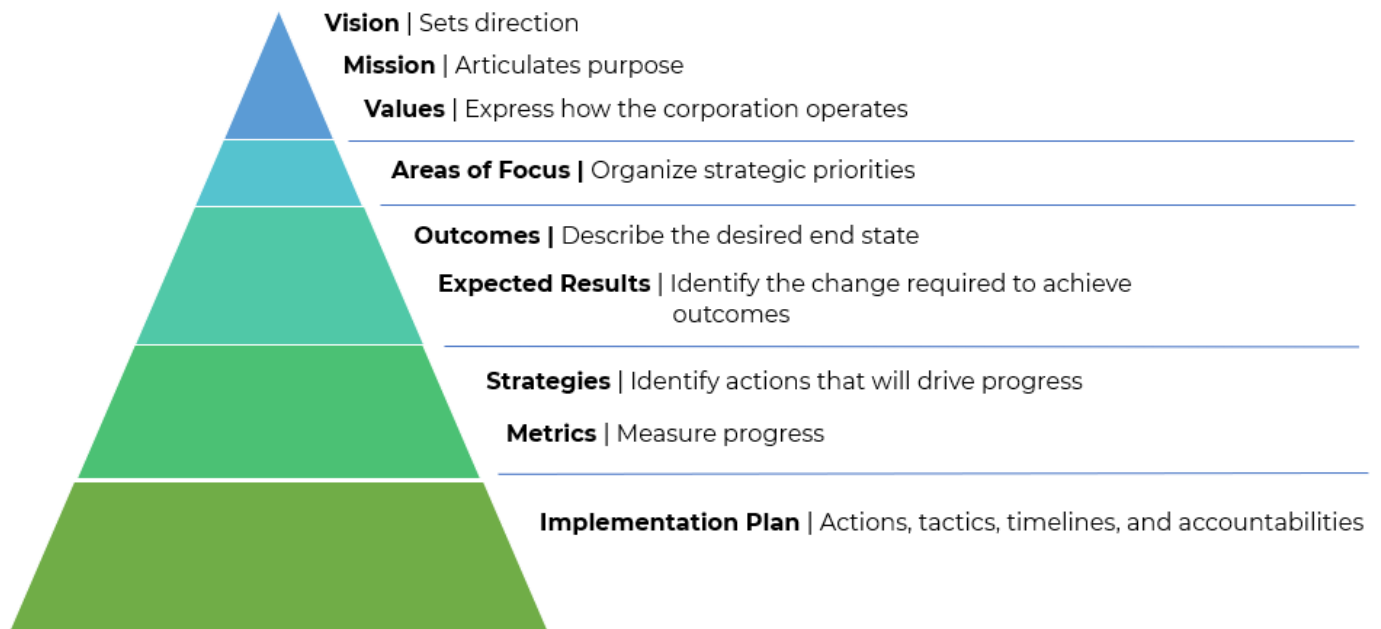
2023-2027 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023; February 7, 2023.

1.2 Overview: 2023-2027 Strategic Plan Development Process

Structure of Council’s 2023-2027 Strategic Plan

The 2023-2027 Strategic Plan will be prepared using the following structure:



2.0 Discussion and Considerations

2.1 February 28, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan

The February 28, 2023, SPPC meeting will build on the work and direction provided at the previous SPPC meetings regarding the Strategic Plan. At this meeting, Council will deliberate and provide direction on the draft strategies. To support this deliberation, order of magnitude costing for strategies requiring new investment is being tabled.

Council will receive an update on the community engagement results (February 8 to 24) as part of the February 27, 2023, Added Agenda.

2.2 Draft Strategies

Strategies identify the actions that will drive progress toward achieving the outcomes (desired end state) and expected results (change required to achieve the outcomes) identified in the 2023-2027 Strategic Plan.

Draft strategies, attached as **Appendix A**, have been updated to reflect Council’s direction at the February 7, 2023, SPPC meeting. The draft vision, mission, and values statements are also included as **Appendix C**.

Once the Strategic Plan has been set, Civic Administration will develop the Multi-Year Budget that sets the pacing and targets for implementation along with a detailed implementation plan that outlines the actions, tactics, timelines, and accountabilities associated with the delivery of Council’s Strategic Plan.

2.3 Order of Magnitude Costing

To support Council’s review of the draft strategies for the 2023-2027 Strategic Plan, Civic Administration, agencies, boards, and commissions have compiled preliminary “Order of Magnitude” cost estimates.

These Order of Magnitude costs reflect the potential incremental operating costs and total capital costs for the 2024-2027 period for strategies requiring new or additional investment only. Many strategies can be addressed within existing budgetary resources and, as such, there is no Order of Magnitude estimates included for those strategies.

The Order of Magnitude process also does not address inflationary impacts on existing budgets or other impacts resulting from recent legislative changes (e.g. Bill 23). These matters will be addressed in the development of the 2024-2027 Multi-Year Budget (MYB) as the budget required to maintain existing service levels is considered.

It is important to note that the Order of Magnitude process is not a full budgeting exercise. The timing and pacing of these expenditures will be established based on affordability considerations through the 2024-2027 MYB process. Additionally, it is important to emphasize that these costs are high-level estimates only; they will be further refined as the MYB is developed. Finally, financing strategies for these costs were not considered through this process; alternative funding sources other than the property tax levy may be available for many of these expenditures.

Despite these above noted cautions, the Order of Magnitude process is important because it:

- Provides additional high-level costing information for Council as it is considering the strategies for inclusion in the 2023-2027 Strategic Plan;
- Ensures an intentional linkage between the Strategic Plan and Multi-Year Budget processes;
- Provides preliminary planning information in preparation for the kick-off of the Multi-Year Budget development process which will commence in April 2023 with tax levy target-setting after approval of the Strategic Plan.

The Order of Magnitude estimates have been categorized according to the following scale, as outlined in the table below:

Symbol	Estimated Potential Investment Range
\$	Less than \$0.5 million
\$\$	\$0.5 million to \$0.9 million
\$\$\$	\$1.0 million to \$4.9 million
\$\$\$\$	\$5.0 million to \$19.9 million
\$\$\$\$\$	\$20.0 million+

These symbols and associated scale have been used consistently for both the potential incremental operating cost and total capital cost for the strategies outlined in **Appendix B** (attached). Note that the Order of Magnitude estimates have been aligned with one strategy; however, many initiatives address multiple strategies.

2.4 Next Steps

Following this meeting Get Involved will be updated to reflect Council’s progress and direction on the vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies.

Opportunities to weigh in on the various components of the draft 2023-2027 Strategic Plan through the Community Conversation Toolkit and Get Involved will continue until March 3, 2023.

The third phase of engagement will conclude with the Public Participation Meeting that will be held on March 8, 2023.

All feedback gathered between February 25 to March 3 will be themed and presented to Council at the March 8, 2023, SPCC meetings.

Conclusion

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

Prepared by: Nick Steinburg, Specialist, Strategy and Innovation

Submitted by: Rosanna Wilcox, Director, Strategy and Innovation

Recommended by: Lynne Livingstone, City Manager

Strategic Area of Focus: Reconciliation, Equity, and Inclusion

Expected Result		Draft Strategies
Outcome 1: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.		
1.1	Establishment of new and strengthening current relationship with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	<ul style="list-style-type: none"> a) Support Indigenous-led actions and initiatives that move the City of London and its agencies, boards, and commissions closer towards addressing injustices, and collective healing. b) Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest. c) Engage with First Nation communities early in any project or process around water and improve awareness by incorporating the recommendations of the Shared Waters Approach and Traditional Ecological Knowledge where and / or when offered.
1.2	Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	<ul style="list-style-type: none"> a) With Indigenous People, develop a Truth and Reconciliation Action Plan to implement the 13 municipal focused Truth and Reconciliation Commission Calls to Action and other Indigenous-led initiatives. b) Strengthen partnerships to deliver Indigenous-led education and training to the City of London, and its agencies, boards, and commissions. c) Strengthen and establish new partnerships for including Indigenous programming and services at the City of London, and its agencies, boards, and commissions.
Outcome 2: The City of London is a leader in becoming an equitable and inclusive community.		
2.1	Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	<ul style="list-style-type: none"> a) Engage with equity-denied communities to co-create and implement Action Plans that address their needs, with an added focus on the diverse Indigenous, Black, and Muslim communities. b) Implement recommendations from the Action Plan to Disrupt Islamophobia, specifically those that affect youth and that have a gendered impact on women and girls. c) Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.
2.2	Equity-denied groups come to London and choose to stay in our community.	<ul style="list-style-type: none"> a) Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions. b) Support community-based inclusion and anti-hate initiatives and events.
2.3	Our services are informed and delivered by the communities we serve.	<ul style="list-style-type: none"> a) Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions. b) Promote equitable, inclusive, and welcoming City of London spaces for all communities with an added focus on women and girls from Indigenous and Muslim communities.
Outcome 3: All Londoners have opportunities to participate in civic engagement.		
3.1	Increased access for, and participation of, equity-denied groups in civic engagement.	<ul style="list-style-type: none"> a) Identify and remove barriers faced by equity-denied groups in participating in civic engagement opportunities. b) Use focused community engagement practices to specifically reach equity-denied groups. c) Apply a trauma and violence-informed care approach to community engagement practices.
3.2	Increased participation in City of London internship programs and employment opportunities for equity-denied groups.	<ul style="list-style-type: none"> a) Identify and remove barriers faced by equity-denied groups in pursuing and retaining employment with the City of London. b) Work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.

Strategic Area of Focus: Housing and Homelessness

Expected Result		Draft Strategies
Outcome 1: The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.		
1.1	Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	<ul style="list-style-type: none"> a) Increase the supply, range, and depth of affordability of quality housing options where people feel safe. b) Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing. c) Address the specific needs of populations, including equity-denied groups, and prioritize housing initiatives that are affordable.
Outcome 2: London has a robust community system of health, homelessness, housing stability services, policies, procedures and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing.		
2.1	Decreased number of individuals and families at risk of or experiencing homelessness.	<ul style="list-style-type: none"> a) Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing. b) Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness. c) Improve the collection, sharing, and use of data across the homeless prevention system. d) Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities. e) Implement a program of continuous review of policies, procedures, and by-laws to create opportunities for balanced and compassionate solutions to homelessness.
2.2	Improved quality and safety in social housing.	<ul style="list-style-type: none"> a) Work collaboratively across sectors to improve safety of individuals and families living in social housing. b) Address the specific safety needs of populations, including equity-denied groups, living in social housing. c) Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.
2.3	Improved safety in shelter system.	<ul style="list-style-type: none"> a) Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in. b) Collect feedback and input on sense of safety directly from service providers and those that access services.
2.4	London has a strong system of enforcement to protect the health and safety of tenants.	<ul style="list-style-type: none"> a) Implement a program of proactive rental property compliance blitzes.
Outcome 3: A well planned and growing community.		
3.1	London's growth and development is well-planned and considers use, intensity, and form.	<ul style="list-style-type: none"> a) Develop and enhance planning implementation tools that advance the policies of The London Plan. b) Increase the efficiency and consistency of planning and development processes. c) Direct growth and intensification to strategic locations in a way that maximizes existing assets and resources. d) Protect natural heritage areas and agricultural areas for the needs of Londoners now and into the future.

3.2	The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.	a) Increase the efficiency and consistency of processes that support housing access and supply. b) Target new housing development to capitalize on our investments in new servicing, Rapid Transit, and the Core.
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Strategic Area of Focus: Wellbeing and Safety

Expected Result		Draft Strategies
Outcome 1: London has safe, vibrant, and healthy neighbourhoods and communities.		
1.1	Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	<ul style="list-style-type: none"> a) Continue to deliver and enhance high-quality and effective police, fire, and emergency preparedness services that make London a safe city for residents, businesses, and visitors. b) Strengthen collaboration and coordinated action among community safety partners through the implementation of the Community Safety and Wellbeing Plan. c) Support improvements to the delivery of public safety programs and services in the core and across the city. d) Provide public education about emergency preparedness, crime prevention, and fire and life safety. e) Modify municipal compliance protocol to proactively address emerging issues, including the health and homelessness crisis, using a balanced compassionate approach. f) Design and plan communities with evidence-informed health and safety tools and principles.
1.2	Londoners have a strong sense of belonging and sense of place.	<ul style="list-style-type: none"> a) Create meaningful opportunities for all Londoners to contribute to the health and vibrancy of their neighbourhoods. b) Create cultural opportunities that reflect the arts, heritage, and diversity of the community. c) Promote neighbourhood planning and design that creates safe, accessible, diverse, walkable, healthy, and connected communities. d) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.
1.3	Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.	<ul style="list-style-type: none"> a) Deliver programs and activities that foster improved physical, mental, and social wellbeing. b) Invest in infrastructure for publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement. c) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community. d) Continue to support community partners to host special events in publicly-owned spaces across the city. e) Support and enhance resident-led programs and decision-making initiatives.
1.4	Improved emergency services response time and reporting.	<ul style="list-style-type: none"> a) Continue to respond to emergency and non-emergency events, including fires, medical emergencies, motor vehicle collisions, public hazard situations, water and ice rescues, hazardous materials incidents, and technical rescues. b) Maintain an appropriate fleet of fire vehicles. c) Enhance police response times for emergency calls, urgent calls and in progress property calls.

1.5	Improved traffic safety, traffic calming.	a) Prioritize walking and cycling in the development or retrofitting of streets and roadways.
		b) Expand the Automated Speed Enforcement and Red Light Camera programs as feasible.
		c) Complete the installation of the 40 km/h Area Speed Limit program.
		d) Advance the installation of proactive traffic calming in school zones.
		e) Design and construct safer infrastructure.
1.6	Improved park maintenance and garbage collection.	a) Expand winter garbage collection in parks.
		b) Increase maintenance service level frequencies and extend park maintenance season into the fall months.
		c) Review the provision of drinking water in appropriate parks.
		d) Increase service level frequency for cleaning park washrooms.
		e) Increase service levels for supporting event and tournament clean-up and maintenance.
1.7	Improved boulevard and bus shelter maintenance and garbage collection.	a) Increase frequency of roadside litter collection on major roads.
		b) Assess opportunities to enhance garbage collection in bus shelters.
1.8	Improved wayfinding and walkability.	a) Implement a pilot wayfinding project from a section of the Thames Valley Parkway to nearby attractions and services.
		b) Implement a pilot wayfinding project for parks to help people find their way within the park and to and from nearby destinations on foot or bike.
1.9	Improved health equity across neighbourhoods.	a) Continue to apply a health equity lens to the delivery of MLHU programs and services.
		b) Increase focus on addressing food insecurity in priority neighbourhoods.
		c) Increase the capacity of employees to understand and have empathy for mental health as we deliver services to Londoners.
Outcome 2: London is an affordable and supportive community for individuals and families.		
2.1	Housing in London is affordable and attainable.	a) Prioritize approval of housing projects that increase the depth of affordability in available housing options.
		b) Ensure there is an adequate supply of lands for new homes and services.
2.2	Londoners have timely/faster access to quality, affordable services.	a) Consider affordability when making service decisions through the application of the Equity Tool.
		b) Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.
		c) Support the delivery of, and timely access to, high-quality licensed child care and early years opportunities for families.

2.3	Londoners have equitable access to key services, community supports and recreational opportunities and supports that enhance wellbeing and resilience.	<ul style="list-style-type: none"> a) Identify and remove barriers and improve access to municipal programs, services, and supports. b) Improve resident satisfaction, safety, service, and recreation programming at Dearness Home. c) Provide, enhance, and promote access to municipal subsidy programs. d) Bridge the digital equity divide through the technology resources and related educational and programming support available at the London Public Library.
2.4	London continues its efforts to promote animal welfare including companion pets and wild animals.	<ul style="list-style-type: none"> a) Continue to encourage animal adoption and animal welfare initiatives. b) Continue to provide education and resources that promote animal welfare. c) Enhance and increase the number of off-leash dog park opportunities.

Strategic Area of Focus: Safe London for Women, Girls, and Gender-Diverse and Trans People

Expected Result	Draft Strategies
<p>Outcome 1: The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence*, and sexual violence**.</p>	
<p>1.1 Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.</p>	<ul style="list-style-type: none"> a) Implement Indigenous-led actions that move the City of London closer toward addressing injustices against Indigenous women, girls, and 2SLGBTQIA+ people, collective healing, and prevention. b) Increase awareness of the pervasiveness of violence against women and girls, and gender-based violence, recognizing the historical and systemic intersections of racism and gender. c) Work alongside community-based organizations, leaders, and survivors to design a community-wide approach to address, prevent, and raise awareness about violence against women and girls, and gender-based violence. d) Provide training, tools, and resources that increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent violence against women and girls, and gender-based violence. e) Apply the City of London Equity Tool to City-led programs, policies, services, budget decisions, and advocacy, specifically considering the needs of women, girls, and gender-diverse and trans people. f) Build programs, policies, by-laws, and services that are rooted in trauma and violence-informed care and informed by community-based organizations, leaders, and survivors. g) Continue to support women, gender-diverse and trans people, and survivors to access a continuum of safe and quality housing and homeless prevention options.
<p>1.2 Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.</p>	<ul style="list-style-type: none"> a) Increase awareness of the pervasiveness of sexual exploitation and trafficking. b) Provide training, tools, and resources that support the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual exploitation and trafficking.
<p>1.3 London is 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.</p>	<ul style="list-style-type: none"> a) Explore new ways to collaborate with community partners to increase awareness of the prevalence and impacts of sexual violence and ways to prevent and eliminate it, through the implementation of the Safe Cities Action Plan. b) Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence. c) Apply the City of London Equity tool to City-led planning, design and construction of public spaces and amenities, specifically considering the safety of women, girls, nonbinary and trans individuals and survivors.

Strategic Area of Focus: Economic Growth, Culture, and Prosperity

Expected Result		Draft Strategies
Outcome 1: London encourages equitable economic growth and diversification.		
1.1	Small and growing businesses, entrepreneurs and non-profits are supported to be successful.	<ul style="list-style-type: none"> a) Strengthen partnerships and programs that support small and growing businesses, non-profits, and entrepreneurs. b) Improve City of London processes and supports for businesses and entrepreneurs.
1.2	Increased economic activity from our core and the greater community.	<ul style="list-style-type: none"> a) Support economic development initiatives through key service partners including LEDC, TechAlliance, SBC, and Business Improvement Areas. b) Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London. c) Develop and enhance planning processes and tools to support a wide range of economic opportunities.
1.3	London has a sufficient supply of serviced lands in strategic locations.	<ul style="list-style-type: none"> a) Update and support the implementation of the Industrial Land Development Strategy.
1.4	London is a regional center that proactively attracts talent, business, and investment.	<ul style="list-style-type: none"> a) Attract and retain a skilled workforce by marketing London as a destination for new investments and talent. b) Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment. c) Strengthen London's position as a regional centre for economic opportunity, and connectivity.
Outcome 2: London is a destination of choice.		
2.1	London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	<ul style="list-style-type: none"> a) Implement the UNESCO four-year action plan. b) Use existing assets in creative ways that support London's profile as a destination for arts, culture, sport, and recreation.
2.2	Continued growth of London's film industry.	<ul style="list-style-type: none"> a) Create databases for filming locations and local talent. b) Market London to productions in Toronto and other markets. c) Support the Forest City Film Festival with industry events and location tours. d) Continue to promote London's film industry through social media, newsletters and online campaigns.
Outcome 3: London encourages the growth of local artistic and musical talent		
3.1	Londoners have more opportunities to engage in diverse arts and music events.	<ul style="list-style-type: none"> a) Provide professional development, mentorship, networking, and collaboration opportunities for artists, creators, and arts and culture workers. b) Provide accessible development/incubation opportunities for equity-denied artists, creators, and arts and culture workers.
3.2	Increased opportunities for performances or displays.	<ul style="list-style-type: none"> a) Nurture, incubate and provide more job opportunities for arts and culture talent. b) Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.
3.3	Increased use of municipal and cultural spaces for local talent.	<ul style="list-style-type: none"> a) Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.

Outcome 4: London's core area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.		
4.1	Increased and diversified economic activity from our core area.	a) Decrease commercial vacancy in the Core Area through new program and initiatives.
		b) Implement an economic opportunity attraction strategy to encourage businesses to locate in the Core Area.
		c) Create a single point of contact to better serve the business community in the Core Area.
4.2	Increased residential occupancy and livability in the core area.	a) Develop programs to encourage commercial conversions and new housing development in the Core Area.
		b) Invest in public spaces and amenities to attract residents to the Core Area.
		c) Finalize a review of Core Area Community Improvement Plans and recommend enhancements to address key priorities.
4.3	Increased commercial occupancy in the core area.	a) Finalize and implement Core Area Vacancy Reduction Strategy.
		b) Promote the current supply of available space in the Core Area to attract new business.
		c) Increase awareness of the City's Core Area Community Improvement Plan incentives.
4.4	More inclusive cultural, recreational and sport activities and events.	a) Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces.
		b) Provide arts, culture, sport and recreation events and activations for residents and visitors in the core.
		c) Support year-round arts, cultural, and music events to encourage people to visit the core area.
4.5	Increased safety in the core area.	a) Increase presence of London Police Service (LPS) officers in the core.
		b) Continue to provide public safety education for core area residents, businesses, organizations, and property owners.
		c) Increase presence in core for support and safety.
		d) Strengthen collaboration and coordinated action among core-area residents, businesses, organizations, and community safety partners.
		e) Support improvements to the delivery of public safety programs and services.

Strategic Area of Focus: Mobility and Transportation

Expected Result		Draft Strategies
Outcome 1: Londoners of all identities, abilities and means can move throughout the city safely and efficiently.		
1.1	Improved reliability, quality and safety of all modes of mobility.	<ul style="list-style-type: none"> a) Build infrastructure that provides safe, integrated, connected, reliable, and efficient transportation choices. b) Work with community partners to promote and improve safety of all modes of mobility.
1.2	Increased access to sustainable mobility options.	<ul style="list-style-type: none"> a) Complete and implement the Mobility Master Plan. b) Be ready for future transportation technologies, including connected and automated vehicles.
1.3	More equitable access to reliable public transportation options for people with disabilities including paratransit.	<ul style="list-style-type: none"> a) Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours. b) Assess opportunities to increase access to accessible vehicles for hire. c) Continue to provide an enhanced level of sidewalk and bus stop snow clearing. d) Consider first and last mile transit connections when constructing new sidewalks.
1.4	Improved ridership and rider satisfaction.	<ul style="list-style-type: none"> a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours. b) Support implementation of the London Transit Commission Ridership Growth Strategy initiatives. c) Implement the London Transit Commission Specialized 5 Year Service Plan, including growth hours. d) Support initiatives identified through Voice of the Customer surveys to improve rider satisfaction. e) Implement London's Rapid Transit Corridors to provide improved reliability for current conventional transit and Rapid Transit Operations to come.
1.5	Better connected active transportation network serving persons of all ages and abilities.	<ul style="list-style-type: none"> a) Build, maintain, enhance, and connect more infrastructure for walking and cycling.
1.6	Public transit that better meets the needs of our workforce.	<ul style="list-style-type: none"> a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours. b) Support the implementation of Alternative Service Delivery options to areas of the City not currently served by transit.
1.7	Improved intercity transit connections with neighbouring communities.	<ul style="list-style-type: none"> a) Plan for regional transit connection locations in Secondary Plans and infrastructure projects. b) Implement a park-and-ride facility as part of the rapid transit network.

Strategic Area of Focus: Climate Action and Sustainable Growth

Expected Result		Draft Strategies
Outcome 1: London has a strong and healthy environment.		
1.1	Increased actions towards a circular economy.	<ul style="list-style-type: none"> a) Work with residents and organizations to reduce waste and divert more materials from landfill. b) Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy.
1.2	Waterways, wetlands, watersheds, and natural areas are protected and enhanced.	<ul style="list-style-type: none"> a) Protect the natural environment and avoid natural hazards when building new infrastructure or development. b) Improve the natural environment and build resiliency when replacing aging infrastructure. c) Protect and enhance the health of the Thames River watershed through the implementation of the Shared Waters Approach and the Thames Valley Corridor Plan. d) Support the Watershed Resource Management Strategies to improve the health of the City's watersheds. e) Protect natural heritage areas for the needs of Londoners now and into the future.
Outcome 2: London is a model for climate action and sustainability in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.		
2.1	London is on track to achieve emission reduction progress by 2027; on the path to community milestone target 2030 and to be a net zero community by 2050.	<ul style="list-style-type: none"> a) Implement the Climate Emergency Action Plan with a focus on actions up to 2027 that will contribute towards community milestone emission reduction 2030 target. b) Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.
2.2	Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	<ul style="list-style-type: none"> a) Encourage community-led climate action through education, partnership, and promotion. b) Support community preparedness for the impacts of climate change and extreme weather. c) Implement the Climate Lens Framework across the City of London and its agencies, boards, and commissions and report on the results. d) Coordinate collecting and sharing environment and climate data to support evidence-informed decision-making.
Outcome 3: London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.		
3.1	The infrastructure gap is managed for all assets.	<ul style="list-style-type: none"> a) Monitor and communicate changes in the infrastructure gap to inform management of City assets. b) Invest in publicly-owned assets to maintain existing levels of service and to implement planned levels of service.
3.2	Infrastructure is built, maintained, and secured to support future growth and protect the environment.	<ul style="list-style-type: none"> a) Adapt infrastructure and assets to fit evolving community needs. b) Build, maintain and operate assets with consideration for accessibility, energy efficiency, environmental sustainability and climate resilience. c) Continue to develop and maintain cultural assets in our community. d) Integrate arts and culture into public infrastructure. e) Build, maintain, and operate technology focused on information security, performance, and value.

Strategic Area of Focus: Well-Run City

Expected Result		Draft Strategies
Outcome 1: The City of London is trusted, open, and accountable in service of our community.		
1.1	Londoners have trust and confidence in their municipal government.	a) Measure and regularly report to the community on our performance.
		b) Increase transparency and accountability in decision making and the delivery of municipal programs and services.
		c) Continue to deliver the municipal services that meet the needs of a growing and changing community.
1.2	Reduced barriers to public participation in municipal government.	a) Increase the availability and accessibility of information through a variety of formats.
		b) Improve the quality, inclusivity, and accessibility of public participation opportunities.
		c) Improve voter engagement, participation, and awareness for the 2026 municipal election.
1.3	Improved governance processes.	a) Review municipal best practices, identifying gaps and opportunities, and deliver projects that improve performance.
		b) Apply the Equity Tool to our governance processes.
Outcome 2: Londoners experience good stewardship, exceptional and valued service.		
2.1	Residents, businesses, and visitors' satisfaction with our services is high.	a) Deliver services that are easily accessed, simple to use, timely, and accountable to residents, businesses, and visitors.
		b) Engage Londoners and use their feedback in the planning, design, and delivery of City services.
2.2	Our services are designed and delivered putting the resident/business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners	a) Provide high quality enterprise-wide staff training informed by industry best practices.
		b) Implement continuous improvement approaches enterprise-wide.
		c) Implement technology, business processes, data and analytics through the Technology Investment Strategy.
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.
2.3	The City of London's regional and community relationships support the delivery of exceptional and valued service.	a) Implement the Strategic Advocacy Framework.
		b) Build mutually beneficial relationships locally and regionally in support of Council's Strategic Plan.
2.3	London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations	a) Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.
		b) Review, update and implement the City's strategic financial principles, policies and practices.
		c) Support London's competitiveness through prudent and equitable fiscal policy.
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.

Outcome 3: The City of London is a leader in public service.		
3.1	The City of London is recognized as an employer of choice.	a) Attract and retain dedicated, highly skilled, and committed public servants to the City of London while identifying and removing barriers faced by equity-denied groups.
		b) Implement the People Plan to build an enterprise-wide culture that is inclusive, inspiring, and motivating.
		c) Implement Master Accommodation Plan and Alternative Work Strategies.
3.2	The City of London is a safe, respectful, diverse, and healthy workplace.	a) Implement the People Plan and other health and safety initiatives.
		b) Prioritize a respectful and supportive workplace for every employee, contractor, and member of the public.
		c) Strengthen a safe, and safety-conscious workplace for every employee, contractor, and member of the public.
		d) Strengthen the current mental health strategy as part of the implementation of the People Plan.
3.3	The City of London has effective facilities and infrastructure management.	a) Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.

Strategic Area of Focus: Reconciliation, Equity, and Inclusion

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment	
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
Outcome 1: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.			
1.1 Establishment of new and strengthening current relationship with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	a) Support Indigenous-led actions and initiatives that move the City of London and its agencies, boards, and commissions closer towards addressing injustices, and collective healing.		
	b) Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest.	\$\$\$	
	c) Engage with First Nation communities early in any project or process around water and improve awareness by incorporating the recommendations of the Shared Waters Approach and Traditional Ecological Knowledge where and / or when offered.	\$	
1.2 Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	a) With Indigenous People, develop a Truth and Reconciliation Action Plan to implement the 13 municipal focused Truth and Reconciliation Commission Calls to Action and other Indigenous-led initiatives.		
	b) Strengthen partnerships to deliver Indigenous-led education and training to the City of London, and its agencies, boards, and commissions.		
	c) Strengthen and establish new partnerships for including Indigenous programming and services at the City of London, and its agencies, boards, and commissions.	\$	
Outcome 2: The City of London is a leader in becoming an equitable and inclusive community.			
2.1 Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	a) Engage with equity-denied communities to co-create and implement Action Plans that address their needs, with an added focus on the diverse Indigenous, Black, and Muslim communities.	\$	
	b) Implement recommendations from the Action Plan to Disrupt Islamophobia, specifically those that affect youth and that have a gendered impact on women and girls.	\$	
	c) Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.		
2.2 Equity-denied groups come to London and choose to stay in our community.	a) Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions.		
	b) Support community-based inclusion and anti-hate initiatives and events.		
2.3 Our services are informed and delivered by the communities we serve.	a) Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.		
	b) Promote equitable, inclusive, and welcoming City of London spaces for all communities with an added focus on women and girls from Indigenous and Muslim communities.		

Outcome 3: All Londoners have opportunities to participate in civic engagement.				
3.1	Increased access for, and participation of, equity-denied groups in civic engagement.	a) Identify and remove barriers faced by equity-denied groups in participating in civic engagement opportunities.	\$	
		b) Use focused community engagement practices to specifically reach equity-denied groups.	\$	
		c) Apply a trauma and violence-informed care approach to community engagement practices.		
3.2	Increased participation in City of London internship programs and employment opportunities for equity-denied groups.	a) Identify and remove barriers faced by equity-denied groups in pursuing and retaining employment with the City of London.		
		b) Work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.		

Strategic Area of Focus: Housing and Homelessness

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment		
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)	
Outcome 1: The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.				
1.1	Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	a) Increase the supply, range, and depth of affordability of quality housing options where people feel safe.	\$\$\$\$	\$\$\$\$\$
		b) Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing.	\$\$\$\$	
		c) Address the specific needs of populations, including equity-denied groups, and prioritize housing initiatives that are affordable.	\$	
Outcome 2: London has a robust community system of health, homelessness, housing stability services, policies, procedures and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing.				
2.1	Decreased number of individuals and families at risk of or experiencing homelessness.	a) Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing.		
		b) Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness.	\$\$\$	
		c) Improve the collection, sharing, and use of data across the homeless prevention system.		
		d) Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities.		
		e) Implement a program of continuous review of policies, procedures, and by-laws to create opportunities for balanced and compassionate solutions to homelessness.		
2.2	Improved quality and safety in social housing.	a) Work collaboratively across sectors to improve safety of individuals and families living in social housing.	\$	
		b) Address the specific safety needs of populations, including equity-denied groups, living in social housing.		\$\$\$
		c) Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.		
2.3	Improved safety in shelter system.	a) Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in.		
		b) Collect feedback and input on sense of safety directly from service providers and those that access services.		
2.4	London has a strong system of enforcement to protect the health and safety of tenants.	a) Implement a program of proactive rental property compliance blitzes.	\$	

Outcome 3: A well planned and growing community.				
3.1	London's growth and development is well-planned and considers use, intensity, and form.	a) Develop and enhance planning implementation tools that advance the policies of The London Plan.	\$	\$\$\$
		b) Increase the efficiency and consistency of planning and development processes.	\$\$	\$\$
		c) Direct growth and intensification to strategic locations in a way that maximizes existing assets and resources.	\$	\$
		d) Protect natural heritage areas and agricultural areas for the needs of Londoners now and into the future.	\$	\$\$
3.2	The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.	a) Increase the efficiency and consistency of processes that support housing access and supply.	\$\$\$\$	\$\$\$
		b) Target new housing development to capitalize on our investments in new servicing, Rapid Transit, and the Core.		\$

Strategic Area of Focus: Wellbeing and Safety

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment	
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
Outcome 1: London has safe, vibrant, and healthy neighbourhoods and communities.			
1.1 Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	a) Continue to deliver and enhance high-quality and effective police, fire and emergency preparedness services that make London a safe city for residents, businesses, and visitors.	\$\$	
	b) Strengthen collaboration and coordinated action among community safety partners through the implementation of the Community Safety and Wellbeing Plan.	\$	\$
	c) Support improvements to the delivery of public safety programs and services in the core and across the city.	\$\$\$	\$\$\$
	d) Provide public education about emergency preparedness, crime prevention, and fire and life safety.	\$	
	e) Modify municipal compliance protocol to proactively address emerging issues, including the health and homelessness crisis, using a balanced compassionate approach.		
	f) Design and plan communities with evidence-informed health and safety tools and principles.		
1.2 Londoners have a strong sense of belonging and sense of place.	a) Create meaningful opportunities for all Londoners to contribute to the health and vibrancy of their neighbourhoods.	\$	
	b) Create cultural opportunities that reflect the arts, heritage, and diversity of the community.		
	c) Promote neighbourhood planning and design that creates safe, accessible, diverse, walkable, healthy, and connected communities.	\$	
	d) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.		
1.3 Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.	a) Deliver programs and activities that foster improved physical, mental, and social wellbeing.	\$	
	b) Invest in infrastructure for publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement.	\$	\$\$\$\$
	c) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.		
	d) Continue to support community partners to host special events in publicly-owned spaces across the city.		
	e) Support and enhance resident-led programs and decision-making initiatives.	\$	

1.4	Improved emergency services response time and reporting.	a) Continue to respond to emergency and non-emergency events, including fires, medical emergencies, motor vehicle collisions, public hazard situations, water and ice rescues, hazardous materials incidents, and technical rescues.	\$\$\$	\$\$\$\$
		b) Maintain an appropriate fleet of fire vehicles.	\$	\$\$\$\$\$
		c) Enhance police response times for emergency calls, urgent calls and in progress property calls.	\$\$\$\$	\$\$\$
1.5	Improved traffic safety, traffic calming.	a) Prioritize walking and cycling in the development or retrofitting of streets and roadways.		
		b) Expand the Automated Speed Enforcement and Red Light Camera programs as feasible.		
		c) Complete the installation of the 40 km/h Area Speed Limit program.		
		d) Advance the installation of proactive traffic calming in school zones.		
		e) Design and construct safer infrastructure.	\$	\$\$\$
1.6	Improved park maintenance and garbage collection.	a) Expand winter garbage collection in parks.		
		b) Increase maintenance service level frequencies and extend park maintenance season into the fall months.	\$	
		c) Review the provision of drinking water in appropriate parks.		
		d) Increase service level frequency for cleaning park washrooms.		
		e) Increase service levels for supporting event and tournament clean-up and maintenance.	\$\$\$	\$\$
1.7	Improved boulevard and bus shelter maintenance and garbage collection.	a) Increase frequency of roadside litter collection on major roads.	\$\$	
		b) Assess opportunities to enhance garbage collection in bus shelters.		
1.8	Improved wayfinding and walkability.	a) Implement a pilot wayfinding project from a section of the Thames Valley Parkway to nearby attractions and services.		
		b) Implement a pilot wayfinding project for parks to help people find their way within the park and to and from nearby destinations on foot or bike.		
1.9	Improved health equity across neighbourhoods.	a) Continue to apply a health equity lens to the delivery of MLHU programs and services.		
		b) Increase focus on addressing food insecurity in priority neighbourhoods.		
		c) Increase the capacity of employees to understand and have empathy for mental health as we deliver services to Londoners.		

Outcome 2: London is an affordable and supportive community for individuals and families.				
2.1	Housing in London is affordable and attainable.	a) Prioritize approval of housing projects that increase the depth of affordability in available housing options.		
		b) Ensure there is an adequate supply of lands for new homes and services.		
2.2	Londoners have timely/faster access to quality, affordable services.	a) Consider affordability when making service decisions through the application of the Equity Tool.		
		b) Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.		
		c) Support the delivery of, and timely access to, high-quality licensed child care and early years opportunities for families.		
2.3	Londoners have equitable access to key services, community supports and recreational opportunities and supports that enhance wellbeing and resilience.	a) Identify and remove barriers and improve access to municipal programs, services, and supports.		
		b) Improve resident satisfaction, safety, service, and recreation programming at Dearness Home.	\$	
		c) Provide, enhance, and promote access to municipal subsidy programs.		
		d) Bridge the digital equity divide through the technology resources and related educational and programming support available at the London Public Library.		
2.4	London continues its efforts to promote animal welfare including companion pets and wild animals.	a) Continue to encourage animal adoption and animal welfare initiatives.	\$	
		b) Continue to provide education and resources that promote animal welfare.	\$	
		c) Enhance and increase the number of off-leash dog park opportunities.	\$	\$

Strategic Area of Focus: Safe London for Women, Girls, and Gender-Diverse and Trans People

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment	
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
Outcome 1: The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence*, and sexual violence**.			
1.1 Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.	a) Implement Indigenous-led actions that move the City of London closer toward addressing injustices against Indigenous women, girls, and 2SLGBTQIA+ people, collective healing, and prevention.	\$	
	b) Increase awareness of the pervasiveness of violence against women and girls, and gender-based violence, recognizing the historical and systemic intersections of racism and gender.	\$\$	
	c) Work alongside community-based organizations, leaders, and survivors to design a community-wide approach to address, prevent, and raise awareness about violence against women and girls, and gender-based violence.		
	d) Provide training, tools, and resources that increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent violence against women and girls, and gender-based violence.		
	e) Apply the City of London Equity Tool to City-led programs, policies, services, budget decisions, and advocacy, specifically considering the needs of women, girls, and gender-diverse and trans people.		
	f) Build programs, policies, by-laws, and services that are rooted in trauma and violence-informed care and informed by community-based organizations, leaders, and survivors.		
	g) Continue to support women, gender-diverse and trans people, and survivors to access a continuum of safe and quality housing and homeless prevention options.	\$\$	
1.2 Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.	a) Increase awareness of the pervasiveness of sexual exploitation and trafficking.		
	b) Provide training, tools, and resources that support the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual exploitation and trafficking.		
1.3 London is 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.	a) Explore new ways to collaborate with community partners to increase awareness of the prevalence and impacts of sexual violence and ways to prevent and eliminate it, through the implementation of the Safe Cities Action Plan.		
	b) Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence.		
	c) Apply the City of London Equity tool to City-led planning, design and construction of public spaces and amenities, specifically considering the safety of women, girls, nonbinary and trans individuals and survivors.		\$

Strategic Area of Focus: Economic Growth, Culture, and Prosperity

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment		
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)	
Outcome 1: London encourages equitable economic growth and diversification.				
1.1	Small and growing businesses, entrepreneurs and non-profits are supported to be successful.	a) Strengthen partnerships and programs that support small and growing businesses, non-profits, and entrepreneurs.	\$	\$
		b) Improve City of London processes and supports for businesses and entrepreneurs.	\$	
1.2	Increased economic activity from our core and the greater community.	a) Support economic development initiatives through key service partners including LEDC, TechAlliance, SBC, and Business Improvement Areas.	\$	
		b) Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London.		
		c) Develop and enhance planning processes and tools to support a wide range of economic opportunities.		
1.3	London has a sufficient supply of serviced lands in strategic locations.	a) Update and support the implementation of the Industrial Land Development Strategy.	\$	\$\$\$\$\$
1.4	London is a regional center that proactively attracts talent, business, and investment.	a) Attract and retain a skilled workforce by marketing London as a destination for new investments and talent.	\$	
		b) Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment.	\$	
		c) Strengthen London’s position as a regional centre for economic opportunity, and connectivity.	\$\$\$	
Outcome 2: London is a destination of choice.				
2.1	London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	a) Implement the UNESCO four-year action plan.		
		b) Use existing assets in creative ways that support London’s profile as a destination for arts, culture, sport, and recreation.	\$	
2.2	Continued growth of London’s film industry.	a) Create databases for filming locations and local talent.		
		b) Market London to productions in Toronto and other markets.		
		c) Support the Forest City Film Festival with industry events and location tours.		
		d) Continue to promote London’s film industry through social media, newsletters and online campaigns.		

Outcome 3: London encourages the growth of local artistic and musical talent				
3.1	Londoners have more opportunities to engage in diverse arts and music events.	a) Provide professional development, mentorship, networking, and collaboration opportunities for artists, creators, and arts and culture workers.		
		b) Provide accessible development/incubation opportunities for equity-denied artists, creators, and arts and culture workers.		
3.2	Increased opportunities for performances or displays.	a) Nurture, incubate and provide more job opportunities for arts and culture talent.	\$\$\$	
		b) Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.		
3.3	Increased use of municipal and cultural spaces for local talent.	a) Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.		
Outcome 4: London's core area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.				
4.1	Increased and diversified economic activity from our core area.	a) Decrease commercial vacancy in the Core Area through new program and initiatives.		
		b) Implement an economic opportunity attraction strategy to encourage businesses to locate in the Core Area.		
		c) Create a single point of contact to better serve the business community in the Core Area.	\$\$	
4.2	Increased residential occupancy and livability in the core area.	a) Develop programs to encourage commercial conversions and new housing development in the Core Area.	\$\$	
		b) Invest in public spaces and amenities to attract residents to the Core Area.	\$\$	\$\$\$
		c) Finalize a review of Core Area Community Improvement Plans and recommend enhancements to address key priorities.		
4.3	Increased commercial occupancy in the core area.	a) Finalize and implement Core Area Vacancy Reduction Strategy.	\$\$\$	
		b) Promote the current supply of available space in the Core Area to attract new business.	\$\$	
		c) Increase awareness of the City's Core Area Community Improvement Plan incentives.	\$	
4.4	More inclusive cultural, recreational and sport activities and events.	a) Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces.	\$\$\$	
		b) Provide arts, culture, sport and recreation events and activations for residents and visitors.		
		c) Support year-round arts, cultural, and music events to encourage people to visit the Core Area.		

4.5	Increased safety in the core area.	a) Increase presence of London Police Service (LPS) officers in the core.		
		b) Continue to provide public safety education for core area residents, businesses, organizations, and property owners.		
		c) Increase presence in core for support and safety.	\$\$\$	\$
		d) Strengthen collaboration and coordinated action among core-area residents, businesses, organizations, and community safety partners.		
		e) Support improvements to the delivery of public safety programs and services.	\$\$	

Strategic Area of Focus: Mobility and Transportation

Expected Result		Draft Strategies	Order of Magnitude Potential Additional Investment	
			Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
Outcome 1: Londoners of all identities, abilities and means can move throughout the city safely and efficiently.				
1.1	Improved reliability, quality and safety of all modes of mobility.	a) Build infrastructure that provides safe, integrated, connected, reliable, and efficient transportation choices.		\$\$\$
		b) Work with community partners to promote and improve safety of all modes of mobility.	\$	
1.2	Increased access to sustainable mobility options.	a) Complete and implement the Mobility Master Plan.		
		b) Be ready for future transportation technologies, including connected and automated vehicles.		
1.3	More equitable access to reliable public transportation options for people with disabilities including paratransit.	a) Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours.		
		b) Assess opportunities to increase access to accessible vehicles for hire.		
		c) Continue to provide an enhanced level of sidewalk and bus stop snow clearing.		
		d) Consider first and last mile transit connections when constructing new sidewalks.		
1.4	Improved ridership and rider satisfaction.	a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.		
		b) Support implementation of the London Transit Commission Ridership Growth Strategy initiatives.	\$\$\$\$	
		c) Implement the London Transit Commission Specialized 5 Year Service Plan, including growth hours.		
		d) Support initiatives identified through Voice of the Customer surveys to improve rider satisfaction.		
		e) Implement London's Rapid Transit Corridors to provide improved reliability for current conventional transit and Rapid Transit Operations to come.		
1.5	Better connected active transportation network serving persons of all ages and abilities.	a) Build, maintain, enhance, and connect more infrastructure for walking and cycling.	\$	\$\$\$
1.6	Public transit that better meets the needs of our workforce.	a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.		
		b) Support the implementation of Alternative Service Delivery options to areas of the City not currently served by transit.		
1.7	Improved intercity transit connections with neighbouring communities.	a) Plan for regional transit connection locations in Secondary Plans and infrastructure projects.		
		b) Implement a park-and-ride facility as part of the rapid transit network.		

Strategic Area of Focus: Climate Action and Sustainable Growth

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment		
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)	
Outcome 1: London has a strong and healthy environment.				
1.1	Increased actions towards a circular economy.	a) Work with residents and organizations to reduce waste and divert more materials from landfill.	\$\$	\$\$\$
		b) Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy.		
1.2	Waterways, wetlands, watersheds, and natural areas are protected and enhanced	a) Protect the natural environment and avoid natural hazards when building new infrastructure or development.	\$	\$\$\$
		b) Improve the natural environment and build resiliency when replacing aging infrastructure.		\$\$\$\$
		c) Protect and enhance the health of the Thames River watershed through the implementation of the Shared Waters Approach and the Thames Valley Corridor Plan.	\$	\$\$\$\$\$
		d) Support the Watershed Resource Management Strategies to improve the health of the City's watersheds.	\$	
		e) Protect natural heritage areas for the needs of Londoners now and into the future.	\$	\$
Outcome 2: London is a model for climate action and sustainability in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.				
2.1	London is on track to achieve emission reduction progress by 2027; on the path to community milestone target 2030 and to be a net zero community by 2050.	a) Implement the Climate Emergency Action Plan with a focus on actions up to 2027 that will contribute towards community milestone emission reduction 2030 target.	\$\$\$	\$\$\$\$\$
		b) Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.	\$	\$\$\$\$\$
2.2	Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	a) Encourage community-led climate action through education, partnership, and promotion.	\$\$	\$\$\$
		b) Support community preparedness for the impacts of climate change and extreme weather.	\$	
		c) Implement the Climate Lens Framework across the City of London and its agencies, boards, and commissions and report on the results.	\$	\$
		d) Coordinate collecting and sharing environment and climate data to support evidence-informed decision-making.	\$	\$

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

Outcome 3: London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.				
3.1	The infrastructure gap is managed for all assets.	a) Monitor and communicate changes in the infrastructure gap to inform management of City assets.	\$\$\$	\$\$\$
		b) Invest in publicly owned assets to maintain existing levels of service and to implement planned levels of service.	\$\$\$\$	\$\$\$\$
3.2	Infrastructure is built, maintained, and secured to support future growth and protect the environment.	a) Adapt infrastructure and assets to fit evolving community needs.	\$\$\$\$	\$\$\$\$
		b) Build, maintain and operate assets with consideration for accessibility, energy efficiency, environmental sustainability and climate resilience.	\$\$\$	\$\$\$\$
		c) Continue to develop and maintain cultural assets in our community.		
		d) Integrate arts and culture into public infrastructure.		\$\$\$
		e) Build, maintain, and operate technology focused on information security, performance, and value.		\$\$\$

Strategic Area of Focus: Well-Run City

Expected Result		Draft Strategies	Order of Magnitude Potential Additional Investment Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
Outcome 1: The City of London is trusted, open, and accountable in service of our community.				
1.1	Londoners have trust and confidence in their municipal government.	a) Measure and regularly report to the community on our performance.	\$	
		b) Increase transparency and accountability in decision making and the delivery of municipal programs and services.		
		c) Continue to deliver the municipal services that meet the needs of a growing and changing community.		
1.2	Reduced barriers to public participation in municipal government.	a) Increase the availability and accessibility of information through a variety of formats.	\$\$\$	\$\$\$\$
		b) Improve the quality, inclusivity, and accessibility of public participation opportunities.		
		c) Improve voter engagement, participation, and awareness for the 2026 municipal election.		
1.3	Improved governance processes.	a) Review municipal best practices, identifying gaps and opportunities, and deliver projects that improve performance.		
		b) Apply the Equity Tool to our governance processes.		
Outcome 2: Londoners experience good stewardship, exceptional and valued service.				
2.1	Residents, businesses, and visitors' satisfaction with our services is high.	a) Deliver services that are easily accessed, simple to use, timely, and accountable to residents, businesses, and visitors.	\$	\$\$\$
		b) Engage Londoners and use their feedback in the planning, design, and delivery of City services.	\$\$	\$
2.2	Our services are designed and delivered putting the resident/business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners.	a) Provide high quality enterprise-wide staff training informed by industry best practices.	\$\$	
		b) Implement continuous improvement approaches enterprise-wide.	\$\$\$	
		c) Implement technology, business processes, data and analytics through the Technology Investment Strategy.	\$\$\$	
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.		

2.3	The City of London's regional and community relationships support the delivery of exceptional and valued service.	a) Implement the Strategic Advocacy Framework.	\$	
		b) Build mutually beneficial relationships locally and regionally in support of Council's Strategic Plan.	\$	
2.4	London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations.	a) Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	\$	
		b) Review, update and implement the City's strategic financial principles, policies and practices.	\$	\$\$
		c) Support London's competitiveness through prudent and equitable fiscal policy.		
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.		
Outcome 3: The City of London is a leader in public service.				
3.1	The City of London is recognized as an employer of choice.	a) Attract and retain dedicated, highly skilled, and committed public servants to the City of London while identifying and removing barriers faced by equity-denied groups.		
		b) Implement the People Plan to build an enterprise-wide culture that is inclusive, inspiring, and motivating.		
		c) Implement Master Accommodation Plan and Alternative Work Strategies.	\$	\$\$\$
3.2	The City of London is a safe, respectful, diverse, and healthy workplace.	a) Implement the People Plan and other health and safety initiatives.	\$	\$
		b) Prioritize a respectful and supportive workplace for every employee, contractor, and member of the public.		
		c) Strengthen a safe, and safety-conscious workplace for every employee, contractor, and member of the public.	\$	\$
		d) Strengthen the current mental health strategy as part of the implementation of the People Plan.		
3.3	The City of London has effective facilities and infrastructure management.	a) Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.		\$\$\$

Council's 2023-2027 Strategic Plan Drafts for Consultation

The following reflects the draft vision, mission, and values statements that were developed by Council.

Vision Statement

Definition/Purpose:

The Vision is an aspirational, future-focused statement that sets direction and serves as the foundation for decisions made throughout the life of the plan.

Draft Vision Statement

London is a sustainable city within a thriving region, committed to innovation and providing a safe, affordable, welcoming, and healthy future for today and for the next generation.

Mission Statement

Definition/Purpose:

The Mission communicates our purpose as an organization – who we are, what we do, and who we do it for.

Draft Mission Statement

Our mission is to improve quality of life and build a strong and vibrant community through bold, proactive, and accountable City services.

Values

Definition/Purpose:

Our values are the core principles and ideals that inform everything we do. They set the standards of behaviour, serving as a touchstone against which any decision or action can be assessed.

Draft 2023-2027 Values

Inclusive and Respectful
Accountability and Trust
Compassion
Teamwork
Committed and Driven
Learning
Financial stewardship

Council's Strategic Plan 2023-2027

Strategic Priorities and Policy Committee

February 28, 2023



Outline

1. Review of Purpose, Approach, and Timelines
2. Community Engagement Update
3. Draft Strategies and Order of Magnitude Costing
4. Draft Metrics
5. Next Steps



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Review of Purpose, Approach, and Timelines



Council's Strategic Plan

- Identifies a **shared vision, mission, and strategic areas of focus** to guide the work of Council and Administration.
- Is **deliberately connected** with the 2024-2027 Multi-Year Budget and Technology Investment Strategy.



Guiding Principles

- Build from the existing Strategic Plan, with a continuous improvement mindset.
- Reflect all the services the City provides, but specifically identify strategic direction, focus, and priorities for the next four years.
- Uphold commitments to equity and inclusion, fiscal stewardship and sustainability, and evidence informed decision-making.
- Drive decision-making through the Multi-Year Budget and the Technology Investment Strategy.

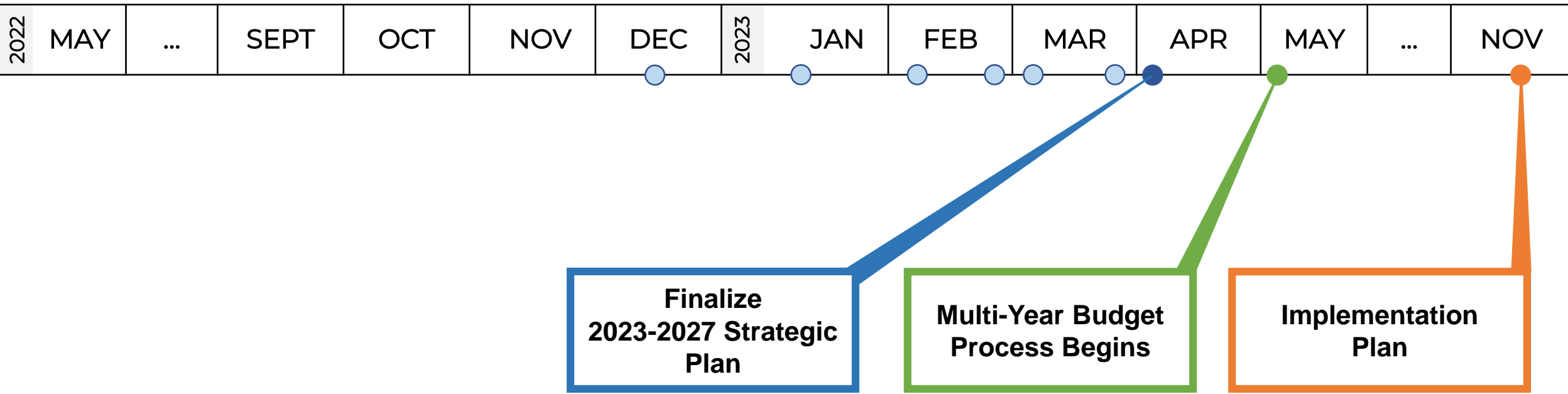


Strategic Plan Development Timeline

Municipal Election

Open Public Engagement

Direct Engagement – ABCs / Community Partners / Service Areas





Strategic Plan Development Timeline

Open Public Engagement

Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results

Strategies, Metrics

Revisit Plan, PPM

Approval of 2023-2027 Strategic Plan

January

February

March

April

January 11

SPPC

Begin setting Vision, Mission, Values

February 7

SPPC

Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies

March 8

SPPC

Public Participation Meeting
Finalize direction on Plan

April 4

Council

2023-2027 Strategic Plan Approval

January 23

SPPC

Begin setting Strategic Areas of Focus, Outcomes, Expected Results

February 28

SPPC

Review order of magnitude costing and provide direction on draft Strategies
Review and provide direction on draft Metrics

We Are Here



March 28

SPPC

Final Draft Plan



Strategic Plan Engagement Timeline

Open Public Engagement			
2019-2023 Vision, Mission, Values; Priorities; Context	Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM
December	January	February	March

Phase 1: Dec 14 – Jan 4

GetInvolved launches; stakeholder meetings continue.

Feedback focus:

- Existing vision, mission, and values.

Phase 2: Jan 4 - Feb 7

GetInvolved site updated; stakeholder meetings continue.

Feedback focus:

- Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).
- Draft strategic areas of focus, outcomes and expected results.

Phase 3: Feb 8 - Mar 8

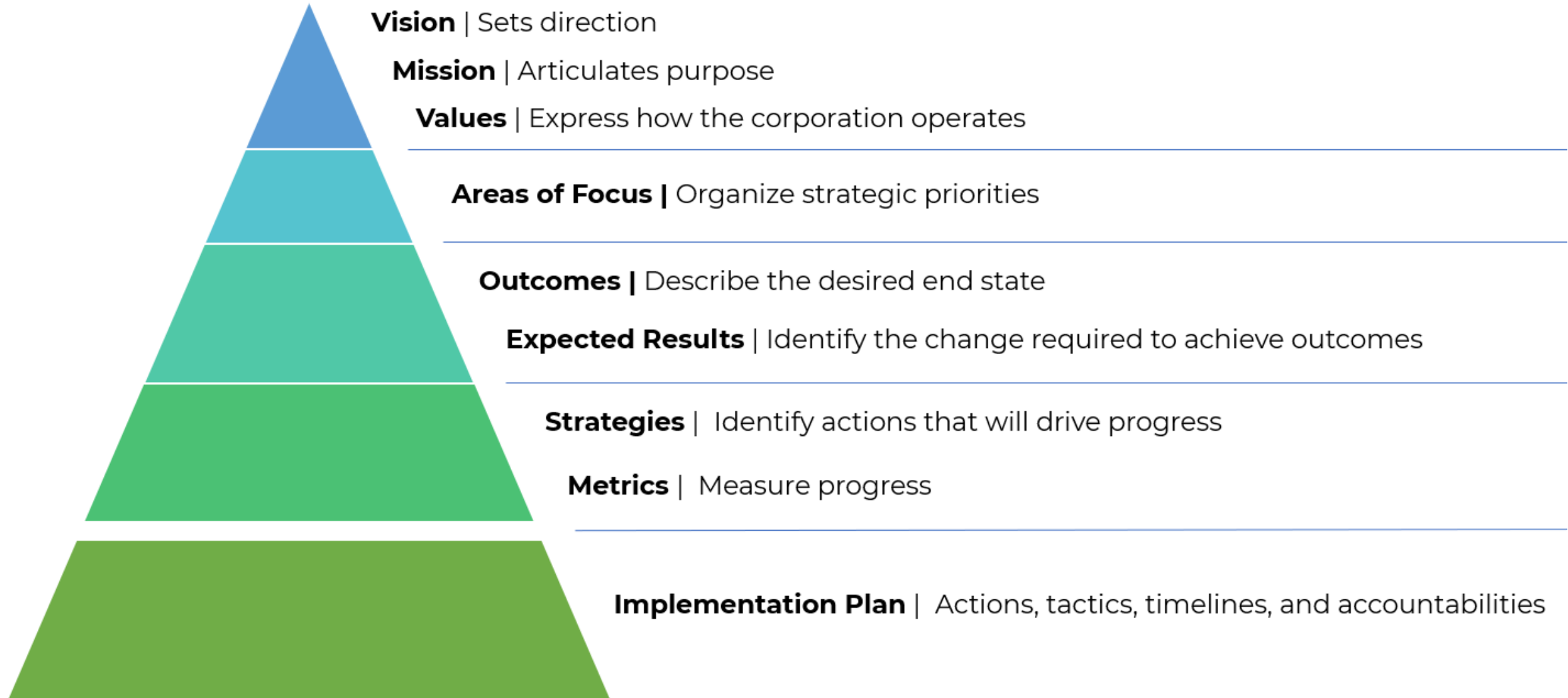
GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.



Feedback focus:

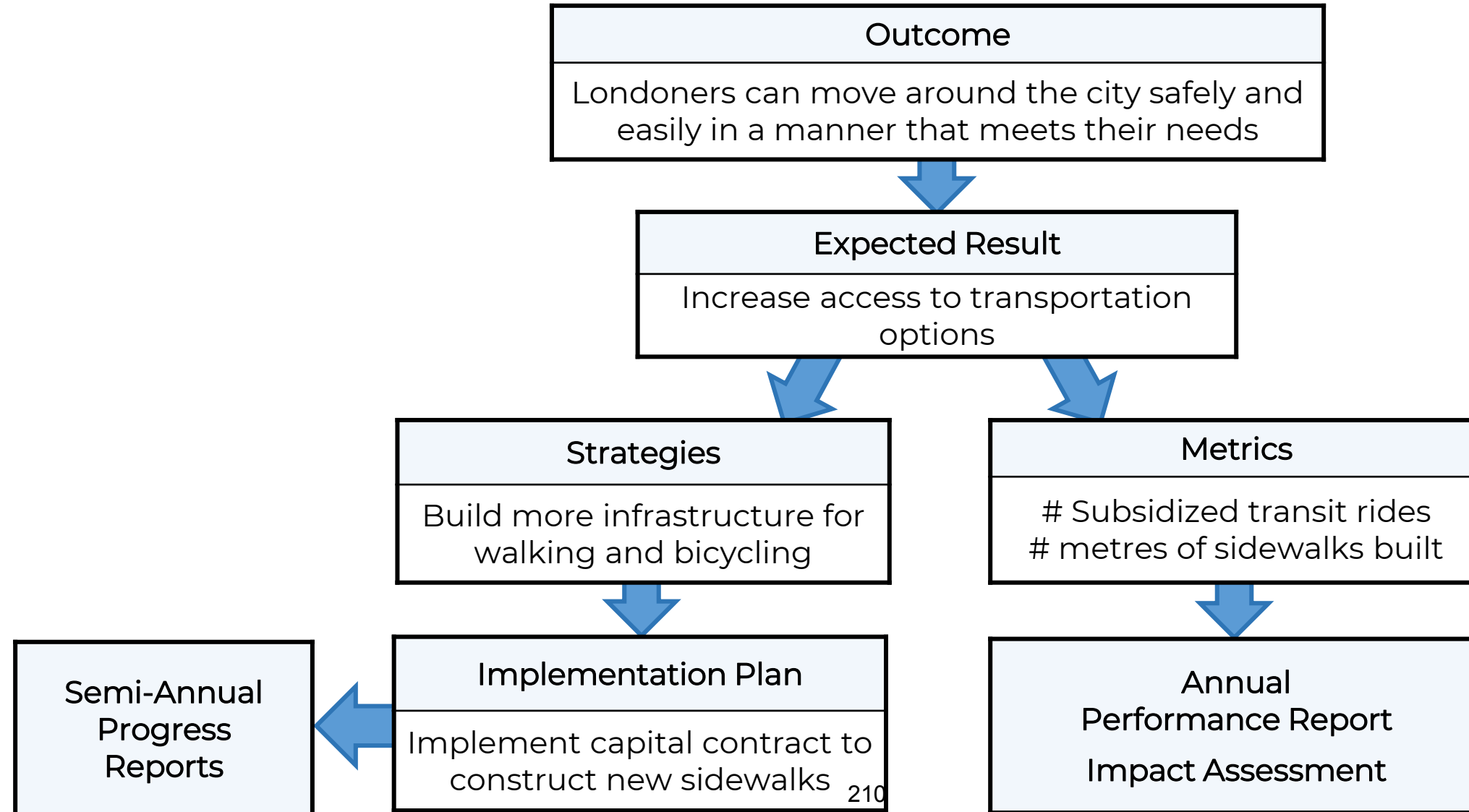
- All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.
- Drafts updated following SPPC meetings.

Strategic Plan Structure





Strategic Plan Structure - Example





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Community Engagement Update



Community Engagement Update

- Gathering input from the City's agencies, boards, commissions and other key organizational and community partners has continued.
- Engagement has included meetings with Community Advisory Committees, Get Involved, Community Conversation Toolkits, open houses, Council-led engagement, pop-ups, etc.
- 250+ Londoners shared their thoughts on the draft vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies between February 8 – February 24.
- N= is used to identify the number of times a response was provided across all data collection methods.



Vision, Mission, Values

What We Heard... About Vision, Mission, and Values

- Consider including additional words (n=43)
 - Words suggested included: Respect, Efficient, Resourceful, Continuous Improvement, Proactive, Flourish, Innovation, Sustainability, Affordability, Civility, Fiscal Responsibility, Nature, Creativity, Arts, Sports, Culture, Accountability, Trust, Learning, Inclusivity, Vibrancy, Diversity, Environment
- More clarity and specificity is required in the Vision and Mission (n=9)
- The Vision, Mission, and Values have improved (n=8)



Strategic Areas of Focus

What We Heard... About What is Missing from the Strategic Areas of Focus

- Add arts and culture as a separate Area of Focus (n=17)
- Include definitions and clarify terms (n=6)
- Include affordability (n=5)
- Include planning and development (n=4)
- Focus on environment and green spaces (n=4)
- Add learning and education (n=4)



Strategic Areas of Focus

What We Heard... Overall About the Strategic Areas of Focus

- There are too many Areas of Focus (n=9)
- Consider the order of the Areas of Focus (n=8)
- There is agreement with the Areas of Focus (n=5)
- Further revise the Areas of Focus for consistency and redundancy (n=4)
- Consider referencing other plans (n=3)



Reconciliation, Equity, Inclusion

What We Heard... About What Could Be Added

- Definitions for this Area of Focus are required (n=16)
- Include Accessibility and Anti-Ableism (n=7)
- Be inclusive of all culturally diverse communities (n=6)
- Consider broadening the strategies to include all Londoners (n=4)



Reconciliation, Equity, Inclusion

What We Heard... Overall About This Area of Focus

- Engage Londoners in the implementation of this work (n=6)
- Agreement with the Area of Focus (n=3)



Housing and Homelessness

What We Heard... About What Could Be Added

- Add strategies related to a variety and continuum of housing options, including mixed-use and higher density (n=13)
- Revise and clarify language used in some strategies (n=8)
- Provide definitions and use clear language (n=7)
- Focus on affordability of housing (n=6)
- Add a strategy related to accessible/supportive housing (n=5)



Housing and Homelessness

What We Heard... Overall About This Area of Focus

- Address the issue of homelessness (n=13)
- Take action on this Area of Focus (n=8)
- Set clear goals in this Area of Focus (n=6)
- Target the root cause of the issues (n=4)
- Agreement with this Area of Focus (n=4)



Wellbeing and Safety

What We Heard... About What Could Be Added

- Address issues related to safety (n=11)
- Focus on mental health and addiction supports (n=10)
- Include financial well-being and affordability (n=5)
- Include a strategy related to animal welfare (n=4)
- Add a strategy related to street lights (n=3)



Wellbeing and Safety

What We Heard... Overall About This Area of Focus

- Create recreation, arts, and cultural events and opportunities for all (n=8)
- Ensure services and life standards are equitable (n=8)
- Agreement with the Area of Focus (n=7)
- Consider alternative solutions to policing (n=5)
- Ensure that implementation is a collaborative effort (n=3)



Safe London for Women, Girls, Gender-Diverse and Trans People

What We Heard... About What Could Be Added

- Include additional populations in this Area of Focus (n=9)



Safe London for Women, Girls, Gender-Diverse and Trans People

What We Heard... Overall About This Area of Focus

- Expand this Area of Focus to include everyone (n=14)
- Collaborate with experts and individuals with lived and living experience (n=6)
- Appreciation for the definition of terms (n=3)



Economic Growth, Culture, and Prosperity

What We Heard... About What Could Be Added

- Revise and clarify language used in some strategies (n=18)
- Add a strategy related to keeping people in London (n=9)
- Include a strategy related to creative placemaking (n=5)
- Focus on safety (n=4)
- Expand focus beyond small businesses (n=4)
- Include a strategy about making it easy to do business in London (n=4)



Economic Growth, Culture, and Prosperity

What We Heard... About What Could Be Added

- Add a strategy related to vacancy in the core area (n=3)
- Include non-profits in this Area of Focus (n=3)
- Add language that is inclusive (n=3)
- Expand strategies to be inclusive of recreation, sport, tourism, and culture (n=3)



Economic Growth, Culture, and Prosperity

What We Heard... Overall About This Area of Focus

- Focus on collaboration during implementation (n=7)
- Continue to invest in and develop the core area (n=6)
- Ensure access to more arts and culture activities (n=4)
- Don't focus solely on the core area (n=3)
- Consider the role and training of police (n=3)



Mobility and Transportation

What We Heard... About What Could Be Added

- Add strategies to reduce traffic congestion (n=19)
- Include road safety strategies (n=12)
- Include strategies to improve the efficiency and access to public transit (n=11)
- Ensure there are strategies related to cycling (n=9)
- Focus on winter maintenance/snow removal (n=7)
- Expand and create better connections with public transit (n=7)



Mobility and Transportation

What We Heard... About What Could Be Added

- Include accessible transit / Paratransit strategies (n=7)
- Add strategies to improve public transit infrastructure (n=6)
- Build in strategies related to walkability (n=5)
- Add strategies related to regional transit (n=5)



Mobility and Transportation

What We Heard... Overall About This Area of Focus

- Consider how funding affects public transportation (n=5)
- Make active transportation a priority (n=5)



Climate Action and Sustainable Growth

What We Heard... About What Could Be Added

- Clarify language and provide definitions (n=10)
- Add a strategy related to infrastructure and development (n=4)
- Add strategies related to naturalization (n=4)
- Include strategies related to planting (n=3)



Climate Action and Sustainable Growth

What We Heard... Overall About This Area of Focus

- Agreement with this Area of Focus (n=4)
- Be more specific on how this will be implemented (n=3)



Well-Run City

What We Heard... About What Could Be Added

- Add a strategy related to communications and engagement (n=9)
- Include definitions and clarify terms (n=8)



Well-Run City

What We Heard... Overall About This Area of Focus

- Agreement with this Area of Focus (n=5)
- Recognize the importance and impact of this work (n=3)

Developing Council's 2023-2027 Strategic Plan



Approach for today

- **Providing direction on draft strategies** – full group discussion, deliberation and direction on the draft strategies. To support Council’s deliberation on the draft strategies, order of magnitude costing has been tabled for any strategies requiring new investment.
- **Providing direction on draft metrics** – full group discussion, deliberation and direction on the draft metrics.



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Next Steps



What is Ahead

Engagement Activities

- Phase 3 continues (ward/townhall meetings, engagement with Community Advisory Committees, Community Conversation Toolkit, Get Involved, pop-ups, etc.). All feedback received by March 3 will be themed and presented to Council at the March 8 SPPC.

March 8 SPPC Meeting

- Public Participation Meeting
- Community engagement update
- Provide final direction on the draft Strategic Plan



Strategic Plan Development Timeline

Open Public Engagement

Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results

Strategies, Metrics

Revisit Plan, PPM

Approval of 2023-2027 Strategic Plan

January

February

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March 28

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Final Draft Plan



Strategic Plan Engagement Timeline

Open Public Engagement			
2019-2023 Vision, Mission, Values; Priorities; Context	Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM

December	January	February	March
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Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
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GetInvolved launches; stakeholder meetings continue.

Feedback focus:

- Existing vision, mission, and values.

GetInvolved site updated; stakeholder meetings continue.

Feedback focus:

- Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).
- Draft strategic areas of focus, outcomes and expected results.

GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.

Feedback focus:

- All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.
- Drafts updated following SPPC meetings.





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Thank You

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Lynne Livingstone, City Manager

Subject: Developing Council's 2023-2027 Strategic Plan: Community Engagement Update

Date: February 28, 2023

Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

- a) the report, entitled "Developing the 2023-2027 Strategic Plan: Community Engagement Update" BE RECEIVED for information.

Executive Summary

The City of London's Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus to guide the work of Council and Administration for the next four years and identifies the strategic direction that will drive financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

At the February 28, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate key elements of the 2023-2027 Strategic Plan. This will include discussion and deliberation on the draft strategies and draft metrics.

This report provides a summary of themes identified through the community engagement that has taken place between February 8 and February 24, 2023.

Linkage to the Corporate Strategic Plan

Council's Strategic Plan is a foundational document that guides the work of Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

2019-2023 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022, December 12, 2022.

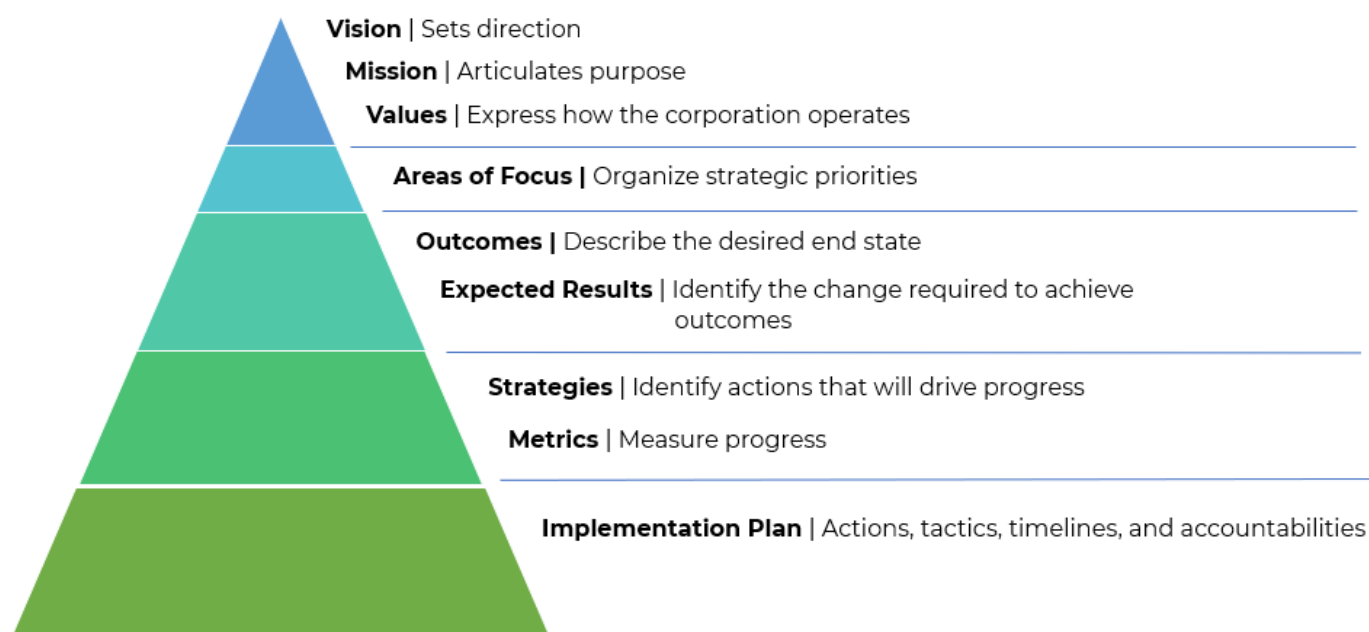
2023-2027 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023; February 7, 2023.

1.2 Overview: 2023-2027 Strategic Plan Development Process

Structure of Council's 2023-2027 Strategic Plan

The 2023-2027 Strategic Plan will be prepared using the following structure:



Community Engagement

The following provides a summary of planned community engagement through each phase of the strategic planning process:

- **Phase One: December 14, 2022, to January 4, 2023**
 - The first phase of open community engagement on the 2023-2027 Strategic Plan began on December 14, 2022. An update on input received in Phase One was provided at the January 11, 2023, SPPC meeting.
- **Phase Two: January 4 to February 7, 2023**
 - Engagement will continue based on Council's progress on the vision, mission, values, strategic areas of focus, outcomes, and expected results coming out of the January 11 and January 23, 2023, SPPC meetings.
 - Community engagement gathered through this phase will be presented at the February 7, 2023, SPPC meeting.
- **Phase Three: February 8 to March 8, 2023**
 - The final phase of engagement will continue to seek feedback on the strategic areas of focus, outcomes, expected results, as well as strategies. Past experience has been that Council-led engagement (e.g., ward meetings, townhalls, etc.) has been most valuable during this phase.
 - Launch of community conversation toolkit and engagement with Community Advisory Committees.
 - A Public Participation Meeting (PPM) will be held on March 8, 2023, where Council will receive public delegations responding to the draft Strategic Plan.
 - Community input gathered through this phase will be presented to Council at the February 28 and March 8, 2023, SPPC meetings.

2.0 Discussion and Considerations

2.1 February 28, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan

The February 28, 2023, SPPC meeting will build on the work and direction provided at the previous SPPC meetings regarding the Strategic Plan. This will include discussion and deliberation on the draft strategies and draft metrics.

2.2 Community Engagement Update

At the February 7, 2023, meeting of the SPPC, Council provided direction on the draft vision, mission, values, strategic areas of focus, outcomes and expected results. Draft strategies (actions that will drive progress) were also tabled. Further direction on the draft set of values was provided at the February 14 Council meeting.

As part of the third phase of community engagement, the City's Get Involved engagement platform was updated to reflect the progress made by Council on all draft elements of the Strategic Plan as well as the draft strategies that were tabled. A Community Conversation Toolkit was launched to support Londoners to host a conversation on the Strategic Plan and engagement with Community Advisory Committees began. Additionally, there were numerous community events held throughout the month of February including Council-led engagement opportunities, a community open house, and numerous community pop-ups throughout the city.

Throughout this phase, Londoners have had the opportunity to weigh in on all aspects of the draft Strategic Plan, sharing what resonates with them, what is missing, and any other feedback they wished to share.

Feedback gathered between February 8 and February 24 has been themed and the results are attached as **Appendix A**.

2.3 Next Steps

The third phase of engagement will continue and will include the following:

- Londoners will continue to be able to share their thoughts and feedback on the draft Strategic Plan until March 3. All feedback gathered between February 25 and March 3 will be themed and presented to Council at the March 8 SPPC meeting.
- This phase of engagement will conclude with the Public Participation Meeting that will be held on March 8 where Londoners can share their feedback on all aspects of the draft 2023-2027 Strategic Plan.

Engagement opportunities will continue to be promoted through social media, digital billboard signage, radio ads, hardcopy materials in community spaces, and community pop-ups.

Conclusion

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

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



London
CANADA

Appendix A

Community Engagement Update



Community Engagement Update

- Gathering input from the City's agencies, boards, commissions and other key organizational and community partners has continued.
- Engagement has included meetings with Community Advisory Committees, Get Involved, Community Conversation Toolkits, open houses, Council-led engagement, pop-ups, etc.
- 250+ Londoners shared their thoughts on the draft vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies between February 8 – February 24.
- N= is used to identify the number of times a response was provided across all data collection methods.



Vision, Mission, Values

What We Heard... About Vision, Mission, and Values

- Consider including additional words (n=43)
 - Words suggested included: Respect, Efficient, Resourceful, Continuous Improvement, Proactive, Flourish, Innovation, Sustainability, Affordability, Civility, Fiscal Responsibility, Nature, Creativity, Arts, Sports, Culture, Accountability, Trust, Learning, Inclusivity, Vibrancy, Diversity, Environment
- More clarity and specificity is required in the Vision and Mission (n=9)
- The Vision, Mission, and Values have improved (n=8)



Strategic Areas of Focus

What We Heard... About What is Missing from the Strategic Areas of Focus

- Add arts and culture as a separate Area of Focus (n=17)
- Include definitions and clarify terms (n=6)
- Include affordability (n=5)
- Include planning and development (n=4)
- Focus on environment and green spaces (n=4)
- Add learning and education (n=4)



Strategic Areas of Focus

What We Heard... Overall About the Strategic Areas of Focus

- There are too many Areas of Focus (n=9)
- Consider the order of the Areas of Focus (n=8)
- There is agreement with the Areas of Focus (n=5)
- Further revise the Areas of Focus for consistency and redundancy (n=4)
- Consider referencing other plans (n=3)



Reconciliation, Equity, Inclusion

What We Heard... About What Could Be Added

- Definitions for this Area of Focus are required (n=16)
- Include Accessibility and Anti-Ableism (n=7)
- Be inclusive of all culturally diverse communities (n=6)
- Consider broadening the strategies to include all Londoners (n=4)



Reconciliation, Equity, Inclusion

What We Heard... Overall About This Area of Focus

- Engage Londoners in the implementation of this work (n=6)
- Agreement with the Area of Focus (n=3)



Housing and Homelessness

What We Heard... About What Could Be Added

- Add strategies related to a variety and continuum of housing options, including mixed-use and higher density (n=13)
- Revise and clarify language used in some strategies (n=8)
- Provide definitions and use clear language (n=7)
- Focus on affordability of housing (n=6)
- Add a strategy related to accessible/supportive housing (n=5)



Housing and Homelessness

What We Heard... Overall About This Area of Focus

- Address the issue of homelessness (n=13)
- Take action on this Area of Focus (n=8)
- Set clear goals in this Area of Focus (n=6)
- Target the root cause of the issues (n=4)
- Agreement with this Area of Focus (n=4)



Wellbeing and Safety

What We Heard... About What Could Be Added

- Address issues related to safety (n=11)
- Focus on mental health and addiction supports (n=10)
- Include financial well-being and affordability (n=5)
- Include a strategy related to animal welfare (n=4)
- Add a strategy related to street lights (n=3)



Wellbeing and Safety

What We Heard... Overall About This Area of Focus

- Create recreation, arts, and cultural events and opportunities for all (n=8)
- Ensure services and life standards are equitable (n=8)
- Agreement with the Area of Focus (n=7)
- Consider alternative solutions to policing (n=5)
- Ensure that implementation is a collaborative effort (n=3)



Safe London for Women, Girls, Gender-Diverse and Trans People

What We Heard... About What Could Be Added

- Include additional populations in this Area of Focus (n=9)



Safe London for Women, Girls, Gender-Diverse and Trans People

What We Heard... Overall About This Area of Focus

- Expand this Area of Focus to include everyone (n=14)
- Collaborate with experts and individuals with lived and living experience (n=6)
- Appreciation for the definition of terms (n=3)



Economic Growth, Culture, and Prosperity

What We Heard... About What Could Be Added

- Revise and clarify language used in some strategies (n=18)
- Add a strategy related to keeping people in London (n=9)
- Include a strategy related to creative placemaking (n=5)
- Focus on safety (n=4)
- Expand focus beyond small businesses (n=4)
- Include a strategy about making it easy to do business in London (n=4)



Economic Growth, Culture, and Prosperity

What We Heard... About What Could Be Added

- Add a strategy related to vacancy in the core area (n=3)
- Include non-profits in this Area of Focus (n=3)
- Add language that is inclusive (n=3)
- Expand strategies to be inclusive of recreation, sport, tourism, and culture (n=3)



Economic Growth, Culture, and Prosperity

What We Heard... Overall About This Area of Focus

- Focus on collaboration during implementation (n=7)
- Continue to invest in and develop the core area (n=6)
- Ensure access to more arts and culture activities (n=4)
- Don't focus solely on the core area (n=3)
- Consider the role and training of police (n=3)



Mobility and Transportation

What We Heard... About What Could Be Added

- Add strategies to reduce traffic congestion (n=19)
- Include road safety strategies (n=12)
- Include strategies to improve the efficiency and access to public transit (n=11)
- Ensure there are strategies related to cycling (n=9)
- Focus on winter maintenance/snow removal (n=7)
- Expand and create better connections with public transit (n=7)



Mobility and Transportation

What We Heard... About What Could Be Added

- Include accessible transit / Paratransit strategies (n=7)
- Add strategies to improve public transit infrastructure (n=6)
- Build in strategies related to walkability (n=5)
- Add strategies related to regional transit (n=5)



Mobility and Transportation

What We Heard... Overall About This Area of Focus

- Consider how funding affects public transportation (n=5)
- Make active transportation a priority (n=5)



Climate Action and Sustainable Growth

What We Heard... About What Could Be Added

- Clarify language and provide definitions (n=10)
- Add a strategy related to infrastructure and development (n=4)
- Add strategies related to naturalization (n=4)
- Include strategies related to planting (n=3)



Climate Action and Sustainable Growth

What We Heard... Overall About This Area of Focus

- Agreement with this Area of Focus (n=4)
- Be more specific on how this will be implemented (n=3)



Well-Run City

What We Heard... About What Could Be Added

- Add a strategy related to communications and engagement (n=9)
- Include definitions and clarify terms (n=8)



Well-Run City

What We Heard... Overall About This Area of Focus

- Agreement with this Area of Focus (n=5)
- Recognize the importance and impact of this work (n=3)

From: Graham Henderson
Sent: Friday, February 24, 2023 10:27 AM
To: SPPC <sppc@london.ca>
Cc: Woolsey, Heather <hwoolsey@London.ca>
Subject: [EXTERNAL] Delegation to SPPC February 28th

Good morning, on behalf of the London Chamber of Commerce I would like to request delegation status to the SPPC meeting on 28 February.

The date for Public Participation coincides with International Women's Day and we all have conflicting events we must attend.

The purpose of our delegation is to address the City's approach to creativity, culture and economic prosperity in the fifth strategic area of focus for the 2023-2027 strategic plan. I would attend in person.

My thanks to you for your consideration of this request.

All the best, Graham

Graham Henderson
CEO, London Chamber of Commerce
[Twitter](#) [LinkedIn](#) [Website](#)

"Hope is a duty we owe ourselves and the world." -- Percy Bysshe Shelley

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Lynne Livingstone, City Manager

Subject: Developing Council's 2023-2027 Strategic Plan: Draft Metrics

Date: February 28, 2023

Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

- a) the report, entitled "Developing the 2023-2027 Strategic Plan: Draft Metrics" BE RECEIVED for information; and,
- b) Municipal Council BE REQUESTED to provide the Civic Administration with direction on the draft metrics for the 2023-2027 Strategic Plan.

Executive Summary

The City of London's Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus to guide the work of Council and Administration for the next four years and identifies the strategic direction that will drive financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

At the February 28, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate key elements of the 2023-2027 Strategic Plan.

To support Council's discussion and deliberation, draft metrics have been developed in alignment with the expected results (change required to achieve the outcomes) established by Council. Metrics identify the unit of measure that would be used to measure and track progress and performance in the implementation of Council's Strategic Plan.

Linkage to the Corporate Strategic Plan

Council's Strategic Plan is a foundational document that guides the work of Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

2019-2023 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022, December 12, 2022.

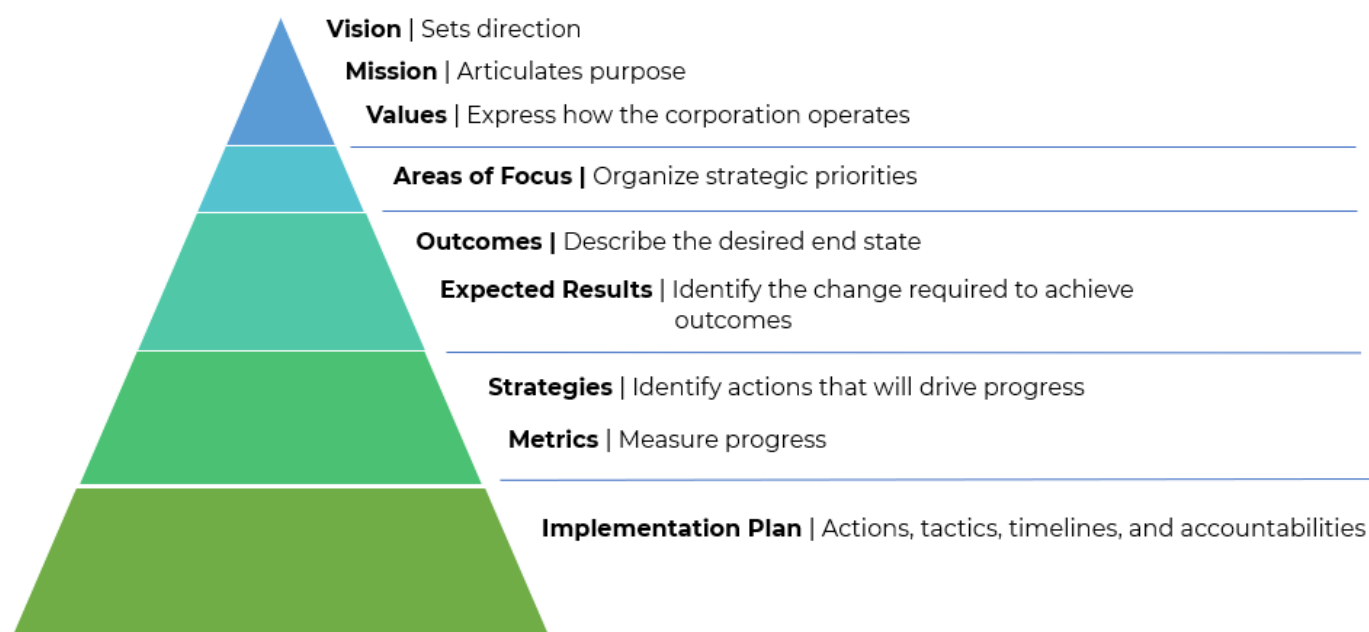
2023-2027 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023; February 7, 2023.

1.2 Overview: 2023-2027 Strategic Plan Development Process

Structure of Council's 2023-2027 Strategic Plan

The 2023-2027 Strategic Plan will be prepared using the following structure:



2.0 Discussion and Considerations

2.1 February 28, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan

At the February 28, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate on key elements of the 2023-2027 Strategic Plan.

To support Council's discussion and deliberation draft metrics have been developed in alignment with the expected results (change required to achieve the outcomes) established by Council.

2.2 Draft Metrics

Metrics are the unit of measure (data point) that will be used to measure progress and performance in the implementation of Council's 2023-2027 Strategic Plan.

Draft metrics, attached as **Appendix A**, have been developed to align with the draft expected results (change required to achieve the outcome) established by Council. The purpose of metrics is to provide an understandable indication of whether we can see the intended change in the community as a result of the implementation of Council's Strategic Plan. The metrics provided are not intended to reflect all aspects of the work of the City of London and its agencies, boards, and commissions. Detailed reporting on strategies, actions, and tactics will occur as part of the implementation plan.

Where possible population level indicators have been included for each strategic area of focus. While the City does not have substantial influence or control over these indicators, they can be monitored to provide additional context to the overall state of the area of focus.

Once the Strategic Plan has been set, Civic Administration will develop the Multi-Year Budget that sets the pacing and targets for implementation along with a detailed implementation plan that outlines the actions, tactics, timelines, and accountabilities associated with the delivery of Council's Strategic Plan.

2.4 Next Steps

Following this meeting Get Involved will be updated to reflect Council's progress and direction on the vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies.

Opportunities to weigh in on the various components of the draft 2023-2027 Strategic Plan through the Community Conversation Toolkit and Get Involved will continue until March 3, 2023.

The third phase of engagement will conclude with the Public Participation Meeting that will be held on March 8, 2023.

All feedback gathered between February 25 to March 3 will be themed and presented to Council at the March 8, 2023, SPPC meetings.

Conclusion

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

Prepared by: Nick Steinburg, Specialist, Strategy and Innovation

Submitted by: Rosanna Wilcox, Director, Strategy and Innovation

Recommended by: Lynne Livingstone, City Manager

Strategic Area of Focus: Reconciliation, Equity, and Inclusion

Population Level Indicator: Newcomer Retention

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.		
1.1	Establishment of new and strengthening current relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	a) # of activities with First Nation and urban Indigenous communities and Indigenous-serving organizations
		b) # of initiatives developed with or led-by First Nation and urban Indigenous communities and Indigenous-serving organizations
		c) # of new or strengthened relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations
1.2	Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	a) # of staff trained on the Truth and Reconciliation Calls to Action
		b) # of actions from the Truth and Reconciliation Action Plan that are implemented
Outcome 2: The City of London is a leader in becoming an equitable and inclusive community.		
2.1	Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	a) # of new relationships/partnerships created with or led by equity-denied communities
		b) # of equity-driven initiatives, strategies, and actions implemented
2.2	Equity-denied groups come to London and choose to stay in our community.	a) Net average annual Newcomer inflow through direct and secondary migration
		b) Newcomer annual retention rate
2.3	Our services are informed and delivered by the communities we serve.	a) # of community engagement activities intentionally focused on engaging equity-denied groups
		b) # of services, programs, policies, and projects where the Equity Tool was applied
Outcome 3: All Londoners have opportunities to participate in civic engagement.		
3.1	Increased access for, and participation of, equity-denied groups in civic engagement.	a) # of community engagement activities intentionally focused on engaging equity-denied groups
		b) % of applicants to boards, commissions, and advisory committees who self-identify as being part of equity-denied groups
3.2	Increased participation in City of London internship programs and employment opportunities for equity-denied groups.	a) # of new internship positions filled by individuals who identify as being part of equity-denied groups
		b) % of new hires that identify as representing an equity-denied group

Strategic Area of Focus: Housing and Homelessness

Population Level Indicators: Rate of Homelessness; Percentage of Households in Core Housing Need

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.		
1.1	Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	a) # of portable benefits/supplements issued
		b) # of individuals and families matched to housing through housing stability services
		c) # of transitional, supportive, social, affordable units
		d) # of people on community housing waitlist
Outcome 2: London has a robust community system of health, homelessness, housing stability services, policies, procedures and bylaws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing situations.		
2.1	Decreased number of individuals and families at risk of or experiencing homelessness.	a) # of households matched to support programs
		b) # of individuals and families housed
		c) # of individuals who retain housing
		d) # of people on By-Name list
2.2	Improved quality and safety in social housing.	a) % of established community standards implemented
		b) # of units regenerated in social housing
2.3	Improved safety in shelter system.	a) # of community standards and practices implemented to promote safety and security in shelters
		b) % of shelter users who identified feeling safe in shelter
2.4	London has a strong system of enforcement to protect the health and safety of tenants.	a) # of properties/rental units involved in proactive blitzes
Outcome 3: A well planned and growing community.		
2.1	London's growth and development is well-planned and considers use, intensity, and form.	a) # of completed planning initiatives that consider use, intensity, and form.
		b) # housing units constructed within the built-out city.
2.2	The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.	a) # of new housing units
		b) % of planning and development approvals issued within mandated timelines.

Strategic Area of Focus: Wellbeing and Safety

Population Level Indicators: Poverty Rate; Crime Severity Index; London’s average home price

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: London has safe, vibrant, and healthy neighbourhoods and communities.		
1.1	Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	a) % of residents who feel safe in their neighbourhoods during daylight hours
		b) % of residents who feel safe in their neighbourhoods at night
		c) # of safety and well-being activities, initiatives, programs and supports
1.2	Londoners have a strong sense of belonging and sense of place.	a) # of activities or actions implemented to create a sense of belonging and place
		b) % of residents that believe London is a welcoming community and that they have a strong sense of belonging to the city
1.3	Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.	a) % of residents that rate their quality of life in London as good or very good
		b) % of Londoners who live 800 metres from a park that allows for a choice of mobility options to enjoy the green space.
		c) % of Deerness residents who are satisfied
1.4	Improved emergency services response time and reporting.	a) Dispatch Priority 1 (Emergency) Response Time (received to first at scene) <i>Police: 90th Percentile response time</i>
		b) Dispatch Priority 2 (Urgent) Response time (received to first at scene) <i>Police: 90th Percentile response time</i>
		c) Actual 90th percentile total response time for emergency incidents
		d) # of structure fires
		e) # of fire related injuries per 100,000 population in London
1.5	Improved traffic safety, traffic calming.	a) # of traffic safety measures, including traffic calming measures implemented
		b) # of collisions causing injuries/fatalities
		c) # of collisions involving pedestrians or cyclists
		d) % Residents who feel satisfied with the quality of police services provided by the London Police Service for traffic safety
1.6	Improved park maintenance and garbage collection.	a) # of garbage receptacles in parks
		b) # of pet waste receptacles
		c) # of grass cutting cycles per year
		d) % of public satisfied with parks and open spaces

1.7	Improved boulevard and bus shelter maintenance and garbage collection.	a) # of grass cutting cycles per year
		b) # of routine cleanings of bus shelters
1.8	Improved wayfinding and walkability.	a) # of new downtown wayfinding signs
		b) # of new wayfinding signs for active modes
		c) % of Londoners who live 800 metres from a park that allows for a choice of mobility options to enjoy the green space
		d) # of neighbourhood connectivity plans completed annually
1.9	Improved health equity across neighbourhoods.	a) # of basic need programs in priority neighbourhoods
		b) # of London residents experiencing poverty (based on the Low Income Cut-Off-After Tax (LICO-AT))
		c) Food bank utilization
Outcome 2: London is an affordable and supportive community for individuals and families.		
2.1	Housing in London is affordable and attainable.	a) # of new housing units
		b) # of transitional, supportive, social, affordable units
		c) # of new attainable housing units
		d) Apartment vacancy rate (%)
		e) London's average rental rates
2.2	Londoners have timely/faster access to quality, affordable services.	a) # of new affordable licensed child care spaces supported
		b) # of affordable/subsidized spaces in services
		c) % of Ontario Works cases who exit Ontario Works within one year
		d) % of London residents satisfied with the time it takes to receive municipal services.
2.3	Londoners have equitable access to key services, community supports and recreational opportunities and supports that enhance wellbeing and resilience.	a) # of subsidized transit passes and tickets sold
		b) # of individuals and groups who access free or subsidized neighbourhood, recreation and sport programs and spaces
2.4	London continues its efforts to promote animal welfare including companion pets and wild animals.	a) # of animals supported by animal welfare programs
		b) # of animal related premise improvements

Strategic Area of Focus: Safe London for Women, Girls, and Gender-Diverse and Trans People

Population Level Indicators: Violent crime against women; Rate of intimate partner violence

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence*, and sexual violence**.		
1.1	Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.	a) % of victims/survivors who participated in the Victim Support Initiative and found the program helpful
		b) # of programs developed and delivered to prevent violence against women, girls, and gender-based violence
		c) # of employees trained on recognizing, addressing, and preventing violence against women and girls and gender-based violence
1.2	Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.	a) # of identified potential victims of Human Trafficking who were offered support per 100,000 female population
		b) # of multi-agency programs developed and delivered to recognize, address, and prevent sexual exploitation and trafficking
		c) # of employees trained on recognizing, addressing, and preventing sexual exploitation and trafficking
1.3	London is 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.	a) # of individuals that participate in education and training related to sexual violence
		b) # of tools and resources developed
		c) # of collaborative partnerships developed and strengthened

Strategic Area of Focus: Economic Growth, Culture, and Prosperity

Population Level Indicators: Labour Force Participation Rate; Unemployment Rate

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: London encourages equitable economic growth and diversification.		
1.1	Small and growing businesses, entrepreneurs and non-profits are supported to be successful.	a) \$ invested to support starting and scaling-up for small businesses, entrepreneurs, and non-profits
		b) # of business licenses issued
		c) # of small businesses, entrepreneurs, and non-profits supported by economic partners
1.2	Increased economic activity from our core and the greater community.	a) Value of non-residential building permits for new construction and renovations
		b) # net-new jobs created
1.3	London has a sufficient supply of serviced lands in strategic locations.	a) # Hectares of industrial land purchased
		b) # Hectares of serviced industrial land available for sale
1.4	London is a regional center that proactively attracts talent, business, and investment.	a) # of individuals in the workforce
		b) # of jobs created
		c) \$ of assessment change in City-owned industrial parks
Outcome 2: London is a destination of choice.		
2.1	London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	a) UNESCO City of Music status is maintained
		b) # of provincial/national/international events hosted
2.2	Continued growth of London's film industry.	a) # of productions filmed or partially filmed in London
		b) # of films permitted in municipal spaces
Outcome 3: London encourages the growth of local artistic and musical talent		
3.1	Londoners have more opportunities to engage in diverse arts and music events.	a) # of artists/creators participating in London Arts Council paid work opportunities
		b) # of arts and music events held in London
3.2	Increased opportunities for performances or displays.	a) # of artists/creators/art professionals supported through programs and funding
		b) # of events

3.3	Increased use of municipal and cultural spaces for local talent.	a) # of events hosted in municipal facilities
		b) # of events hosted in cultural spaces
Outcome 4: London's core area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.		
4.1	Increased and diversified economic activity from our core area.	a) # of new business licences issued in the core area
		b) Value of building permits in the core
4.2	Increased residential occupancy and livability in the core area.	a) # of new public amenities in the core area
		b) # of new residential units in the core
4.3	Increased commercial occupancy in the core area.	a) % core area commercial vacancy rate
4.4	More inclusive cultural, recreational and sport activities and events.	a) # of recreational and sports activities hosted in the Core Area
		b) # of cultural and multi-cultural events and activations hosted in the Core Area
		c) # of events and festivals hosted in the Core Area
		d) # of registered recreation and sport program locations in the core area
4.5	Increased safety in the core area.	a) # of property crimes reported in the core area
		b) # of violent crimes reported in the core area

Strategic Area of Focus: Mobility and Transportation

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: Londoners of all identities, abilities and means can move throughout the city safely and efficiently.		
1.1	Improved reliability, quality and safety of all modes of mobility.	a) # of collisions causing injuries/fatalities b) # of collisions involving pedestrians or cyclists c) Travel time index d) # of km of Thames Valley Parkway repaired or replaced annually
1.2	Increased access to sustainable mobility options.	a) % of transit fleet that is zero-emission vehicles b) # of cycling/pedestrian infrastructure improvements c) % of Mobility Master Plan implemented
1.3	More equitable access to reliable public transportation options for people with disabilities including paratransit.	a) % of events where minimum maintenance standards for sidewalk snow plowing are met b) % rider satisfaction with specialized service (Paratransit)
1.4	Improved ridership and rider satisfaction.	a) % rider satisfaction with conventional bus service b) % ridership change over previous year
1.5	Better connected active transportation network serving persons of all ages and abilities.	a) # of kms of maintained multi-use pathways b) # metres of new sidewalks built c) # metres of new bike lanes built or upgraded
1.6	Public transit that better meets the needs of our workforce.	a) % rider satisfaction with conventional service and specialized service (Paratransit)
1.7	Improved intercity transit connections with neighbouring communities.	a) # of regional transit services providing connection to London Transit services b) # of partnerships with neighbouring communities and organizations that support improved intercity transit

Strategic Area of Focus: Climate Action and Sustainable Growth

Population Level Indicators: Total Community GHG Emissions

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: London has a strong and healthy environment.		
1.1	Increased actions towards a circular economy.	a) % of Circular Economy Innovation Plan implemented
		b) % waste diversion from landfill
1.2	Waterways, wetlands, watersheds, and natural areas are protected and enhanced.	a) # of projects that use green infrastructure or nature-based restoration
		b) # of projects that protect or enhance watersheds
		c) # of hectares of invasive species managed
		d) # of hectares of protected environmental lands
		e) # of hectares of enhancement and environmental improvement projects
		f) Volume of storage constructed to reduce overflows and bypasses (ML/d capacity)
		g) # kms of combined sewers separated
Outcome 2: London is a model for climate action and sustainability in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.		
2.1	London is on track to achieve emission reduction progress by 2027; on the path to community milestone target 2030 and to be a net zero community by 2050.	a) % change in per-person community GHG emissions
		b) % change in total Corporate energy-related GHG emissions
		c) total kWh/year of renewable energy produced
2.2	Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	a) # of sources contributing local climate change data annually
		b) % of City Divisions and City Agencies, Boards and Commissions using the Climate Lens Framework
		c) # of adaptation projects to protect critical City facilities and neighbourhoods from flooding
		d) # of community-focused climate action engagement events encouraged and/or supported

Outcome 3: London’s infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.		
3.1	The infrastructure gap is managed for all assets.	a) % of 10-year infrastructure gap compared to the cost to replace all City-owned assets
		b) % of 10-year infrastructure gap compared to the cost to replace all tax-supported assets
		c) % of 10 year infrastructure gap compared to the cost to replace all water and wastewater rate-supported assets
3.2	Infrastructure is built, maintained, and secured to support future growth and protect the environment.	a) % of municipally-owned assets in “Fair”, “Good” or “Very Good” condition
		b) # of projects that enhance energy efficiency, environmental sustainability, or climate resiliency

Strategic Area of Focus: Well-Run City

Population Level Indicators: Voter Turnout in the 2026 Municipal Election

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: The City of London is trusted, open, and accountable in service of our community.		
1.1	Londoners have trust and confidence in their municipal government.	a) % of residents satisfied with the quality of service delivery
		b) % of residents satisfied with the accessibility of service delivery
		c) % of residents satisfied with the time it takes to receive services
1.2	Reduced barriers to public participation in municipal government.	a) # of community engagement activities intentionally focused on engaging equity-denied groups
		b) % of London residents satisfied with the accessibility of municipal services
1.3	Improved governance processes.	a) # of services, programs, policies, and projects where the Equity Tool was applied
Outcome 2: Londoners experience good stewardship, exceptional and valued service.		
2.1	Residents, businesses, and visitors' satisfaction with our services is high.	a) % of Londoners satisfied with the overall level and quality of services provided by the City of London.
		b) % of Londoners who contacted the City that were satisfied with the overall service they received.
		c) Level of event experience satisfaction
2.2	Our services are designed and delivered putting the resident/business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners	a) # of resident/business/visitor engagement initiatives
		b) # of processes and practices implemented related to continuous improvement
2.3	The City of London's regional and community relationships support the delivery of exceptional and valued service.	a) # of successful advocacy projects delivered through the Strategic Advocacy Framework
		b) # of advocacy projects that engage London's local and regional relationships.
3.3	London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations	a) The City's Aaa credit rating is maintained
		b) # of third-party audits completed
		c) # of enhanced financial processes and reporting incorporating intergenerational equity, affordability and environmental, social, and governance considerations

Outcome 3: The City of London is a leader in public service.		
3.1	The City of London is recognized as an employer of choice.	a) % of employee retention
		b) % of employee who say they are engaged
		c) # of interns who are offered paid positions following internship
3.2	The City of London is a safe, respectful, diverse, and healthy workplace.	a) % of lost time due to injury
		b) # of complaints received under the Respectful Workplace Policy
		c) # of complaints received under the Workplace Violence Prevention Policy
		d) # of employees who self-identify as being a member of an equity-denied group
3.3	The City of London has effective facilities and infrastructure management.	a) % facilities reinvestment rate
		b) % facility assets in fair or better condition
		c) % planned / preventative maintenance activities vs. all maintenance activities



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

RE: London & Middlesex Community Housing Tenant Director Board Appointment

Dear Chair and Members of the SPPC,

In accordance with Municipal Council's direction, the London & Middlesex Community Housing (LMCH) Board of Directors undertook a process to assist with the recruitment and nomination process for the Tenant Director position for board appointment. A sub-committee of the board of directors was established to assist with this process, comprised of members of the board, members of LMCH administration and community members.

A process was established by the sub-committee having consideration that the Board of Directors should reflect the diversity of the community that LMCH serves and having due regard for the director qualifications as outlined in the Shareholder Agreement. On February 2, 2023, the sub-committee members unanimously approved the nomination of Cara Awcock to fill the role of Director (Tenant Member) on the LMCH Board of Directors. This LMCH Board of Directors approved this recommendation at the February 16, 2023, meeting of the Board.

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

Thank you in advance for this consideration.

A handwritten signature in blue ink that reads 'Shellie Chowns' with a large, stylized flourish at the end.

Shellie Chowns,
Board of Directors
London & Middlesex Community Housing

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

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

Application

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

Contact Information

Name: **Paul S. Anderson**

City: **London**

Province: **ON**

Postal Code: **N6K 1C8**

Experience and Qualifications

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

Past board member of Niagara Falls Music Theater Society (Firehall Theater). Mid 80's. Past board member of London West Riding Assoc. for the NDP Member at large. Some College education at Niagara College. Mostly government retraining programs. OSSD.

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

Not sure what I can contribute. But I'm interested in learning about social housing issues. I'm applying at the behest of some of my fellow tenants in my building. I have applied before for the tenant advisory committee, prior to your new management coming in. I would like to see more support services for those in social housing. I want to see other models of social housing, especially those for low income seniors. And possibly adapt some of the ideas put forward.

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

The first thing is to do, is listen to your tenants and those applying for help. Then work within the limitations of what you can do to help. Look for ways to encourage employment, so people can work to pay for tenancy.

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

**Past volunteer of :- Niagara Falls Music Theatre Society
Thorold Community Theatre
Habitat for Humanity, St. Catharines
Niagara Festival of Lights.
Goodwill Industries. St. Catharines and London.
London Food Bank, London.**

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

The tenants need a voice in decisions being made. Example:- Micro wave equipment from Bell and Rogers was put on the roof of 1194 Commissioners. The tenants were not consulted. In Niagara Housing, Lower floor tenants were not consulted of the bldg. I was in. The units were converted to March of Dime units. As a result, I was made almost homeless.

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

I have worked in industrial and retail settings. My last job was a security guard, but I had to give it up due to disability.

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

Have lived in social housing In Niagara and London ON.

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

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

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

If you selected 'Other', please specify: **Notice posted on community bulletin board within my bldg.**

Submitted on: **1/10/2023 1:57:41 PM**

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

Application

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

Contact Information

Name: **Stuart Andrews**

City: **London**

Province: **ON**

Postal Code: **N6H 4P3**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **i have none**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **having housing do repairs to units that they have put off for yrs because it cost them money , people in my building asked for new balcony doors or screens and they still waiting for repairs, now all the building to my understanding are bitching about new thermostats that housing install , heat only comes on maybe for 15 mins and shuts off maybe for 3 hrs, my apt my living room rad still hasn't came on yet and person came up with idea to change them was only about thinking saving money on heat bill he wasn't thinking about people who lives in the buildings people who has kids and older people who are cold because rad don't stay on now, either they gone out buy space heaters or they turn there oven on to keep warm, if i didn't buy space heater i would be wearing winter coat in my apt , next try to remove all the people who are dealing in drugs or using other peoples apt to deal drugs , rehire resident contact again ever since housing drop them there been more street people coming into the building either doing drugs in the stairwell, or sleeping there during night time, also there been more hooker traffic in the building as well, when i moved in 11 yrs ago it was dirty , floors were dirty took me find right stuff to remove the dirt, my walls were dirty and and im not able to clean them if someone going to moved into units have floors clean paint the walls , we have few hoarders in the building but every time housing going to check they clean there apts out, if you know they are hoarders in the building those are the ones who going to get roaches and bed bugs i know one person in 606 is hoarder i seen him bring in stuff from garbage bin and than try to sell it to other and next thing you know that person got bed bugs, those people you have do surprize visit and catch them off guard, guy in 612 housing is always there spraying his apt every few months for bed bugs he lived here over 30 yrs**

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

give them idea how to fixed the problems , tell them how to make people want to stay

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

im ex trucker drove in Toronto for 13 yrs and long haul for 13 yrs so i had to deal with customers every day and also dealing with customs agents on both side of the border

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

have to make people happy have housing do repairs to units instead having them put off for years some in my building been waiting for years for repair and still waiting, Kick out

people are dealing with drugs where all the traffic goes where people getting there drugs from , housing knows there 1 person who deals drugs out of his GF apt and people from that floor have put in many complains about the noise coming from the apt and people going to the apt to buy drugs and person who doing the dealing doesn't even lived in the apt, someone told me he now on his GF lease to lived in the building

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

Grade 11 with Toronto school board , when to George brown driving school learn to drive straight trucks got my DZ , than when to private driving school to get my AZ

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

lived in CMHC from 1963 than on and off till 2009 at Greenwood courts Apt on Queen street in Toronto, we had one caretaker only way to get repairs done you have buy him case of beer, or he just never did anything for you , found out my mom finally brought him beer to bribe him get work done

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

really none came down for coffee morning which was shut down for covid , there lots in my building would liked to have it going again

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

yes i told housing yrs ago , where i was living in Toronto they had camera set up to TV set so we knew who was trying to get into the building, lmao housing turn my idea down because it would cost them money

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify:

Submitted on: **2/3/2023 7:47:00 AM**

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

Application

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

Contact Information

Name: **Jennifer Maria Ault**

City: **London**

Province: **ON**

Postal Code: **N6G 2C7**

Experience and Qualifications

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

I am a resident of London Middlesex and has been a licensed Real Estate agent in September 2021 and has one year and four months of experience in giving my service to families in purchasing their first home. I am actively involved in our community during the year and worked as member of our Municipal election 2022. I enjoy helping others and I know I would be the perfect candidate for this position.

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

As an active and respectful member of our community, I look forward to educating residents on becoming aware of their rights, obligations responsibility as a resident, which I believe will be a direct benefit to us all.

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

I am a strong team member and I respect others opinion while being strong in my beliefs of diversification and inclusiveness. I will support the mission statement and uphold integrity which will create a better standard of living.

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

I migrated to Canada in 1999 and I experienced some less fortunate experiences, so from past experience, I strong agree to be a positive contribution to society. I contributed to our annual Christmas food drive at century 21 which we donated to London Food Bank.

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

I believe in diversity and I believe my contribution in any sector would be an asset as a resident because from past experience as a volunteer with NDP political party, I reached more open discussions with fellow residents than others who resided elsewhere. I understand the needs our community requires.

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

I am a graduate of Humber College twice. I am a licened Pharmacy Assistant and now a Real estate Agent, both which involved direct interpersonal involvement with residents.

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

I am currently employed temporary as a Noon Hour supervisor at London Catholic District School Board from September 2021 to present and I was employed at Thames Valley District School Board as well with the exact position. My experience has been with residents from as young as four years old and includes working with Special Needs children.

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

I have no experience with and boards but with my previous involvement with political parties and life experiences, I am confident that I can and will be beneficial to this team.

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

I have experience a preschool teacher in Florida, where I was blessed to have given a full tuition paid scholarship in which I gain a Director of Preschool Education credential.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **1/9/2023 2:32:40 PM**

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

Application

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

Contact Information

Name: **Cara awcock**

City: **London**

Province: **ON**

Postal Code: **N5V 1A5**

Experience and Qualifications

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

I was in the tenant association in 2004/05 for Marconi blvd through london middlesex housing

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

My experience working with people in our communities that have mental health and addiction. I want to help with the homelessness in our city and the poverty. I want to make sure that everyone has quality for housing in our community.

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

By helping make decisions in the best interests of everyone and communicating ideas to help better our community.

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

I currently am a addictions counsellor in our community, I have a diploma in community service worker and addictions worker.

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

I have lived in the community since 1999 I have seen many people struggle and seen money wasted. I would help make decisions that would help the community and board working with the community.

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

I come from a family with a history of mental health and addiction hence why I have focused my career in working with the mentally ill and addicts. The poverty levels they come from contribute to their life styles. I am a community service worker and an addictions counsellor through mission services of london .

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

I grew up in poverty surrounded by addiction and mental health, I currently work in a men's treatment centre Quintin Warner house mission services of london

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

Work within the community of addiction, mental health and homelessness

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

Work well with applying new ideas and has a team member

Attach resume or other document here, if needed:

Attach more files here, if needed:

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

If you selected 'Other', please specify:

Submitted on: **1/10/2023 12:31:09 AM**

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

Application

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

Contact Information

Name: **Damian Buckley**

City: **London**

Province: **ON**

Postal Code: **N5Y2S4**

Experience and Qualifications

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

Currently, I have yet to gain any experience on a London Board or Commission.

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

Any & all that I can contribute or learn is acceptable by me. I have a passion & willingness to learn new positions & continually update my education & knowledge on life skills in general. Hopefully my eagerness for learning & community involvement will be an asset to the Board or Commission.

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

Becoming an asset of the Board of Directors as an individual who has had experiences living as a tenant & non-tenant of my community. I can help better identify issues & concerns that are familiar to the challenges I've faced growing up in low income neighborhoods. Engaging & challenging other members to leave lasting impressions on the community for taking wealthy measures of producing improvements where there are areas of lack & attention that need to be addressed accordingly.

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

I may be unaware of any other credentials that would boost my eligibility for this position, but I am always interested in learning & earning any additional training or community involvement credits that would add to my experiences working within the community.

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

I have always been involved in my community in some aspect or another. I have an eagerness & passion for listening to tenants & non-tenants alike about how to improve our community & initiating plans of action that will accommodate all individuals effectively. It's an opportunity to network with like-minded volunteers & board members whom have extensive knowledge & experience in this particular field that can assist in my fulfilling the position to the best of my abilities.

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

I earned my Customer Service Training certification through Regent Park Community Health Centre in 2016. In late 2022, I also volunteered completing an online course for Entrepreneurship at the Ivy League School of Western University in London, Ontario.

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

Volunteered on the farm at Black Creek Pioneer Village during the spring through fall season of 2022. Though extremely physicality demanding, it was a great experience to catch up with other volunteers & staff whom are also of the community. Working together to achieve the goals of producing healthy fruits & vegetables from the garden while learning about agriculture & its importance to any environment.

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

I have had the opportunity today volunteer as an administrator assistant at Doorsteps Neighborhood Services after my senior year in high school. I had gained valuable insight on how to be engaging with individuals of my community with the hopes of allowing residents seeking help to experience being well received from those within & outside the office setting. I was involved in Chalkfarm's Boys & Girls Club for a summer. I had the pleasure of being involved with other staff members & volunteers, brainstorming ideas for back-to-school initiatives for pre-teen students within the area.

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

No. I believe the answers to these past questions have been thoroughly detailed. There are no other additional information to add currently.

Attach resume or other document here, if needed: **73F82568-C0AC-45C0-90D8-0B47D1C67898.png**

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

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

Submitted on: **1/20/2023 8:58:15 AM**

Damian Buckley

EXECUTIVE SUMMARY

Over 5 years of experience in fast-paced, customer service environments. Effectively communicate & work within an team setting. Ability to receive feedback & take action that drives revenue & increases customer loyalty. Adept at multitasking & handling workplace responsibilities with accuracy & efficiency.

SKILLS & QUALIFICATIONS

- Excellent listening skills when performing administrative functions, such as; phone-calls & face-to-face interactions.
- Respond in a professional manner, whether in writing or orally with clients, customers, community partners, all levels of staff & general public
- Proficient in Microsoft Office, including; Word, Excel, PowerPoint & Outlook
- Capacity to execute tasks & meeting deadlines independently or as an team with minimal supervision
- Considerate in identifying, analyzing & resolving issues or concerns

Administration

- Assisted with organizing fundraising events to encourage community engagement & ensure public safety
- Responded to queries by way of phone & email regarding events, programs & appointments while maintaining an clean environment
- Scheduled appointments for residents to attend meetings with community outreach workers
- Processed payments via cash, debit & credit in an efficient & courteous manner, adding to customer retention
- Ability to learn & operate other data entry systems such as; Point of Sales System

EMPLOYMENT HISTORY

Concrete Restorer | *Brooke Restoration* | *Etobicoke, ON* | Jul '21-Jan '22

Road Traffic Control | *Coreudale Co.* | *Brampton, ON* | Nov '16-Feb '17

Maintenance | *B.I.A.* | *Toronto, ON* | Mar '16-Oct '16

Retail/Sales | *Fairview Trading Company* | *Toronto, ON* | 2014-2016

EDUCATION & TRAINING

Entrepreneurship Credentials | *Western University, 2022*

Pre-Apprenticeship Program | *Brooke Restoration, 2022*

Health & Safety Awareness for Supervisors/Customer Service

Training Certification | *Regent Park Community Health Centre, 2016*

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

Application

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

Contact Information

Name: **Sharolett Davis**

City: **London**

Province: **ON**

Postal Code: **N5V 1A6**

Experience and Qualifications

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

At this time, I have no experience on a London Board or Commission. However, I have often wonder what it would be like to have my lived experience and opinion matter when it comes on to being a tenant here. I would love the opportunity to be part of a board that truly care about the well being of their tenant, regardless of their social status and racial background. I find that respect goes a far way in connecting with people of all background. I love the saying “ do not judge a book by its Cover.

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

Firstly, I hope to contribute whatever skills and talent that is needed in this department. For example, I consider myself a student for life, everyone is my teacher and I hope to learn as much as possible and then articulate it . I am a mother of four children, I consider myself a nurturer, a teacher, a housekeeper , and a friend. It is important to note that I am an active listener and I have respect for everyone.

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

No man is an island, no man stands alone” or together we stand, divided we fall” it’s that simple. I believe in this scenario, clear communication , being adoptable and professionalism would be the key components in supporting the board.

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

Several years ago, I volunteered at a church as a public relations (PR) there I learned that observational skill is an asset. Because if we cannot observe the people that we serve, then there will always be a disconnection and where there is disconnection there is stagnation. Which is why I respect voting rights. Everyone has a voice.

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

I feel this would be my way of giving back, or making a small mark of being apart of something that matters in this universe. I may not be a movie star or popular but I would like for my family seeing me do something that will impact lives in a positive way including my own. I Appreciate the aide I have received from various members of the London Middlesex community . When I needed support the most, this community was there for me and I am not ashamed to say I love this community and what it stands for.

There is room for improvement but the bigger picture is that people can live with some integrity.

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

I completed Junior middle school , I completed high high school and I completed college successfully. I am a trained nurse.

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

We believe everyone should have a safe and affordable place to lay their head at night” I believe this too, now more than ever . As a resident, I have observed a lot in my environment, several good things and a few bad apples that can sometimes spoil the good apples . Last summer, each day when I took my children to play outside, I explained to them that the earth is our mother and we should keep her clean. They always looked forward in picking up whatever trash they saw on the ground, of course I made sure they wore gloves and all sanitize procedures. Amazingly a few other kids joined us in keeping our environment clean. I felt good leading this team.

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

the most recent experience I had was working as a nursing student in 2020. Here I was a team player with some autonomy according to my knowledge, skills and judgment. I was always ready, willing and able to support team members , I sometimes adopted to their working style because at the end of the day we were working to attain the same goal. Critical thinking , and prioritizations was a must.

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

I am a fast learner and I am open minded , I have good time management skills and I believe in collaboration.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

If you selected 'Other', please specify:

Submitted on: **1/9/2023 5:58:35 PM**

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

Application

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

Contact Information

Name: **Jason Deleary**

City: **London**

Province: **ON**

Postal Code: **N6G2V3**

Experience and Qualifications

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

I do not have any prior involvement with london, Middlesex boards

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

To have voice for equality and fairness for the tenants renting from Imch.

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

I will work collectively with all members and treat everyone with the respect that they are deserved. And work to the best of my ability.

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

I've have worked with Chippewas of the Thames FN council as assistant for various members. With such projects e.g chinch fraud fund. And the residential school reconciliation. Also I gathered an appreciation for the community and their needs and views.

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

I believe everyone needs the live with pride and dignity. And everyone should be treated equally. I would enjoy the opportunity to be that voice for tenants of Imch.

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

**Saunders S.S from 1991 to 1995
Fanshawe 1996,97 hospitality industry**

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

I delivered information packages to people on the residential school reconciliation. And helped members to complete the necessary forms for there claims.

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

I've have worked with the Chippewas of the Thames FN chief and council for many years.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **I look forward to hearing from your organization**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify:

Submitted on: **1/13/2023 5:58:03 PM**

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

Application

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

Contact Information

Name: **Denise Dowd**

City: **London**

Province: **ON**

Postal Code: **N6E1B3**

Experience and Qualifications

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

I have been a tenant here for 17 years. I have seen the downturn of this housing complex. I think I would bring ACTUAL TENANT FEEDBACK and concerns to the table to be addressed. I would learn the rest. Thank you for this opportunity.

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

I'm very outspoken. I speak from a place of tenancy not many come from. 17 years here and I have seen things that need addressing. I will help bring the tenants concerns up to the front and help find an adequate solution for these issues.

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

I will do everything in my ability to help the commission do the right thing with regards to tenants and I'd like to help find ways to get the things done while ONLY spending the money needed.

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

I have volunteered mantra different places over the years. I'm willing to learn what I need and I'm speaking and acting from almost 2 decades of living here. I bring compassion and logic to the table with fiscal responsibility that younger applicants don't have.

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

I would speak for the TENANT and their very valid concerns.

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

I graduated from high school and I have some trades experience but only as a nail tech. I've learned many more things OUT of a learning environment. I will learn as I go and I learn fast.

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

I'VE LIVED IN HOUSING FOR 17 YEARS that makes me an expert on this complex

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

No board work ever. But I'm willing to go all out to learn.

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

I'm 50 with 6 children. I've worked WITH agencies for helping children and families. I know the social struggles and current issues facing most tenants

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **12/19/2022 3:46:16 PM**

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

Application

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

Contact Information

Name: **Mark Hartwell**

City: **London**

Province: **ON**

Postal Code: **N6B 3L4**

Experience and Qualifications

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

I have 12 years of Experience on the Board of Directors of the Home County Folk Festival. I do not have a resume handy, but I expect it was from 1987 to 1999. During that time I had the position of Site Coordinator. Am a P.Eng as well, Systems Design Engineering from Waterloo they teach you how to look at the Global scheme of things. Until I sold my house, had 30 Years experience as a Landlord. In 1983 when I was on Co-op from Waterloo, On my work terms in London, I was the Superintendent for a 16 unit 3 story walk up in London.

In 1997, I spent 3 Years as the Production Coordinator for "Sacred Trust The Movie". Current I am on ODSP due to anxiety attacks. I take no medication.

I would like to be nominated for the Board for two reasons. First, with 30 years of living with 3 tenants, and 1-1/2 year's experience as a Super - I understand the maintenance issues involved when deal with multi-unit Residential.

My second interest is I am very Comfortable at Board Meetings and it is an ideal mechanism to provide insight from the Trenches to Full Time Staff who make decisions on the Future of London Housing.

Within my Apartment here, I have a mini Office just to keep organized. Computers, printer, scanner, external backups. I still design the odd website for Chairities. My background is Large Scale Computing such as done by Bank Data Centres and Rev Canada Data Centres. Same programming Language. CICS, Cobal, RPG and CSP.

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

As a Tenant, with years experience as a Superintendent in a 3 story walk-up and later Landlord / Home Owner with 4 tenants, I see things here from a different perspective than most tenants. Management does not always get to see what goes on at the ground level.

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

First an inside ear to the Directors of what life is like in the ground ranks.'

Second a friendly ear to assist Tenants to provide their input to Management.

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

Most of this was presented in Section 1.

The only addition is that at age 16 I was the Youngest Scout Leader in the Greater Toronto Region. That included multiple leadership courses.

I was on the Board of another Non-profit Music Concert Series, The Cuckoos Fold Nest. I used my own sound gear worked all their concerts for perhaps 15 years, before I had to

retire from there due to health issues.

I ran one election campaign of a City Councillor and built/managed his Political website for two terms.

When I owned my house I ran my own BSD Web Server and DNS Server, hosting three domains. I can hand write HTML website code and assembler code line by line) with my eyes closed. ALL my life I have been a programmer.

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

After selling my house for 20 years, I eventually became Homeless. I floated between Shelters but it was impossible to find anything long term. Finally a friend gave advice on how to get into the Centre of Hope. That night I had permanent shelter. From there, I kept moving upwards until I got into 241 Simcoe.

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

Class of 84, University of Waterloo, Systems Design Engineer. Professional Programmer. Systems Programmer for Vax and Unix mainframes.

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

**Board of Directors of the Home County Folk Festival
Site Coordinator for the Home County Folk Festival
Board of Directors of the Cuckoos Nest Folk Club
Sound Engineer for the Cuckoos Nest Folk Club
Ran an Open Stage within the old Talbot Inn
Worked sound for the Home County's monthly open stages
Extensive computer experience (Windows, BSD, Unix/Linux, Cobol, CSP, Photoshop)**

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

**Scout Leader for the 168th Royal York Scouts (about 5 years)
Board of Directors of the Home County Folk Festival (about 15 years)
Site Coordinator for the Home County Folk Festival(about 10 years)
Board of Directors of the Cuckoos Nest Folk Club (about 15 years)
All were Volunteer roles. When I sold my house, much documentation was lost.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **N/A. Most extra information was already placed within the other sections, some overlapped.**

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

If you selected 'Other', please specify:

Submitted on: **1/10/2023 12:32:46 AM**

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

Application

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

Contact Information

Name: **Kim Kaufman**

City: **London**

Province: **ON**

Postal Code: **N6H 4P3**

Experience and Qualifications

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

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

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

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

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

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

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

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

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

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify: **E-mail London Middlesex Community Housing**

Submitted on: **1/20/2023 8:51:56 AM**

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

Application

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

Contact Information

Name: **Dr. George Lemac**

City: **London**

Province: **ON**

Postal Code: **N6A1G4**

Experience and Qualifications

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

Extensive knowledge and expertise in the management of a large corporation as a Board Trustee member, regarding tactical operations, strategic planning and investments, business coordination and development, budget and fundraising, human resources developments, mass media multilingual public relations and communication:
- Member of Board Trustee of Conseil Scolaire Providence, South West Ontario, improving French education in Ontario, being a part of the management of a large educational organization of 11,000 students and 3000 supporting staff (2014-2020),
Extensive knowledge and expertise in the management of a large financial corporation as Owner representative member, regarding strategic planning and investments, business coordination and development, budget and fundraising, human resources developments, mass media multilingual public relations and communication:
- Owner representative member for Libro Credit Union, London, Ontario, being a part of the management of a 4 bln financial organization, representing the financial interests of more than 20,000 funds owners, (2019 - present),

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

My extensive experience and education in the area of managing and engineering large organizations enable me to represent the tenant's interests and desires regarding their life and well-being of tenants. Also speaking English, French, Spanish, Italian, German, and Romanian will help me to bring problems of people speaking different languages to the board.

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

In order to support the work of the board it is my intention to actively participate in all secluded meetings, strongly express my opinion and find the right solutions for problems regarding the tenants that I am representing.

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

My Doctoral degree in Engineering, from Politehnica University of Timisoara, Romania, and my Military degree from Bundeswehr Academy, Hamburg, Germany will improve my participation in solving the construction, maintenance, and engineering problems arriving from running such large organizations as London and Middlesex Housing Corporation, regarding tactical operations, strategic planning and investments, business coordination and development, budget and fundraising, human resources developments, mass media multilingual public relations and communication, representing the well being of the tenants.

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

As a tenant of London Middlesex Community Housing myself for more than 10 years, I have a full experience of living and being part of such an organization. It is my intention to bring tenants' problems and desires to the board to find the right solutions. For example one of never solve problems is bug infestations of LMCH buildings. It is my strong intention to participate to solve such a problem.

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

Qualification:

**- Master's degree in Applied Mathematics, Western Ontario University, London, Ontario, Canada,
- Doctoral degree in Engineering, Politehnica University of Timisoara, Romania,
- Military degree from Bundeswehr Academy, Hamburg, Germany.
Extensive knowledge of PCs, and Microsoft Office. PowerPoint, Android, API, Linux, Internet environment, Facebook, WhatsApp, Twitter, Mass Media.**

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

Researcher in areas of Bio-Engineering, Medical Data Modeling, Microeconomics, and Demographics systems as part of my Master's and Ph. D. Studies at Western Ontario University, (1999-2009).

Government of Canada Public & Media Relation person for:

**- Presidential Elections in Romania (2009, 2014, 2019), informing the public regarding the lawful aspects and fairness of election campaigns, inspecting polling stations, supervising the process of counting votes and publishing results,
- Presidential and Parliamentary Election (2013, 2017, 2018), the first and unique Long Term Observer of such kind in the History of a Communist country, observed the legal frame, monitored the mass media, meet the candidates, monitored the polling station on the day of the election and the publication of resultants,
- Scotland Independence Referendum (2014), and Brexit Referendum (2019) monitored legal and electoral systems and mass media, worked with local elections authorities, and meet governmental and opposition leaders.**

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

**-Observed the Electoral Laws, hired and organized personnel, deployed political parties observers, registered voters, managed polling stations on the Day of the Election, and Deputy Returning / Informing Officer for:
Canada Federal Election (2011, 2019) and Bi-Election (2014, 2013), Ontario Provincial Election (2011, 2014, 2019) and Bi-Election (2013),
-Participated as a legal human rights monitor in the Ukrainian "Orange Revolution", which finished by restoring the people's vote against election fraud.
Government of Canada's long-term election observer (LTO) for the Presidential Election in Ukraine (2004, 2010, 2014, 2019)
- Participated to solve the humanitarian crises caused by the Russian invasion of Ukraine by assisting refugees in the settlement in Eastern countries (2020).**

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

It is my intention and desire to bring my extensive experience in the management of large organizations to the board for the benefit of tenants like myself.

Attach resume or other document here, if needed: **resume gen 24 10 2020A.pdf**

Attach more files here, if needed:

Confirmations

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **1/1/2023 10:39:01 PM**

Dr. George Le Mac, PhD., Dipl. Eng., Dipl. Econ., M.Sc.,

**1. SUMMARY OF PROFESSIONAL SKILLS/
EXPERTISE**

Extensive knowledge and expertise in election process, including managements, fairness and monitoring of election, public and media relations, legal and political aspects of elections, women and minorities rights, post conflicts election,

Leadership skills, also working individually, divers cross-cultural societies, and extensive ability working in sensitive political situations, Demographics, Data Modeling and Analyses of Election system,

Extensive knowledge in PC's, Microsoft Office. Power Point, Android, API, UNIX, Linux, Internet environment, Facebook, WhatsApp, Twitter, Mass Media, Python, SAS, S, SQL, Power PI,

Fluently in English, French (Creole), Russian (Ukrainian), German, Romanian, (Moldavian), Spanish and Italian.

2. SUMMARY OF RELEVANT WORK EXPERIENCE

During my eighteen years of employment, I have gained good experience working with international organizations, having deep knowledge of UN, Organization for Security and Cooperation in Europe (OSCE), OAS policies systems, in area of Social Sciences Modeling, Election fairness process monitoring, Public & Media Relations, Gender issues regarding Election and transition to Democratic Governance, Development and Strategies.

Conseiller Scolaire for Conseil Scolaire Catholique Providence (2015-present)

managed a large organization with 11000 students and 4000 support members for better French education in South West Ontario, responsible for planning, modernization's, financing, and human resources developments, media and public relations,

Government of Canada long term election observer (LTO) for:

Presidential/Parliamentary Election in Tunisia (2014, 2019)

monitored the pre / post-election process, technical preparations, candidate nominations, political campaigning and finance, participation of women, and minority communities, media and public relation liaison for mission, established relationships with electoral authorities, political parties, government representatives, local observer groups, armed forces and security, analyzed Tunisia's Constitution and electoral law, briefed and provided training to mission staff regarding the election law, prepared and publish the final report of the election observation mission and

formulated recommendations to the electoral process and Election Law,

- **Presidential Election in Ukraine (2004, 2005, 2019)**
participated as Human Rights monitor to “Orange Revolution”, that finished by restored the people vote against election’ fraud. In 2005 Election my legal recommendations to the later Prime Minister of Ukraine Julia Timoshenko effectively changed the Election Laws of Ukraine. Monitored and inspected a large prison of Bela Cerква, Ukraine watched for respecting the right to vote of inmates, prison and human right violations. Our reports to the Ukrainian Government help to improved inmates conditions.

United Nations and European Community observer coordinator / long term election observer (LTO) for:

- **Presidential and Parliamentary Election in El Salvador (2014) Honduras (2015)**
observer coordinator supervising 9 observers, informed and monitored legal and electoral system and mass media, worked with local, provincial and central elections authorities, meet governmental and opposition leaders, monitored and supervised elections in San Salvador, Suchitoto and San Miguel, El Salvador Departments and Tegucigalpa, Honduras, wrote and publish proposals and reports for improving the election system,
- **Nicaragua Presidential and Parliamentary Elections (2011)**
LTO, monitored legal and electoral system and mass media, worked with local, provincial and central elections Nicaraguan authorities, meet governmental and opposition leaders, monitored and supervised elections in Masaya and Carasso Departments, wrote proposals and reports for improving the election system in Nicaragua. My reports were particularly on human rights of Moskito minority group from Nicaragua for achievement of more autonomy and self guidance. I also visited Managua jail in order to monitor legal rights and rights to vote of inmates.
- **Cuban Presidential and Parliamentary Election, (2013, 2017, 2018), also Referendum for a New Cuban Constitution (2019)**, the first and unique LTO of such kind in History of Communist country, observed the legal frame, monitored the mass media, meet the candidates, monitored the polling station on day of election and the publication of resultants,
- **Scotland Independence Referendum (2014)**, LTO monitored legal and electoral system and mass media, worked with local elections authorities, meet governmental and opposition leaders, monitored and supervised elections in Glasgow, Edinburgh and Dundee, UK,
- **Parliamentary Election in Russia (2016)** LTO monitored electoral system and mass media in Murmansk and Arkhangelsk region, publish the result of monitoring,

Public & Media Relation person for:

- **Presidential Elections / Parliamentary Election / Local Government (2009, 2012, 2014, 2016, 2019) in Romania,**

informing and monitored the public regarding the lawful aspects and fairness of election campaign, social media monitoring and analysis, recruiting and managing a team of national media monitors to assess the role and impact of social media and digital threats on the election process, inspected polling stations, supervised the process of counted votes and published results. I directly participated and monitored the election process at Bircea Prison, Hunedoara County in order to ensure the exercise of right to vote of inmates. Also made recommendations for improving the Election Law of the country to the Romanian Central Election Authority,

Bundeswer Highest Germany Military Academy, Hamburg, Germany (2016),

preparing and presenting media reports for press, developing techniques for public presentations for local and international mass media and social media, managed the staff of 8 highly qualified persons for day-to-day activities regarding strategic communications and management practices and methodologies. Making daily presentations on social mass media regarding projects under developments and advancements in South Sudan and Haiti.

Gender and women rights election monitor for:

- **Presidential Election in Mali (2015)** monitoring the women and minorities rights of electors in Bamako, drafting legislation proposals, improving electoral laws,
- **Presidential and Parliamentary Election in Peru (2016)** LTO informed, monitored and supervised elections in Tacna Province, wrote proposals and reports for improving the elections system. Monitoring the election at the women prison in Tacna reporting the violation of inmates rights and improving living conditions in prison,

Deputy Returning / Informing Officer for:

- **Canada Federal Election (2011) and Bi-Election (2014, 2013),**
- **Ontario Provincial Election (2011, 2014, 2018) and Bi-Election (2013)**
observed the Electoral Law, hiring and organized personal, deployed political parties observers, registered voters, managed polling stations on Day of Election, summarized and published the results, analyzed the complains, make legal recommendations to the Electoral Law.

3. EDUCATIONAL QUALIFICATIONS:

- **University of Western Ontario, Canada & Polytechnic University of Timisoara, Romania**
Ph. D. studies in Engineering, also studied Statistics Modelling and Social Sciences Predictions,
- **University of Western Ontario, London, ON, Canada**
Master of Sciences in Applied Math also studied Social Science Modelling, democratic transitional societies.

4. REFERENCES:

- DR. NICK MOLOTIU, MD ON, CANADA,
- PROF. DR. ENG. GEORGE DRAGHICI, PH.D Polytechnic University of Timisoara,
- PROF. DR. ENG. ANCA DRAGHICI, PH. D. Polytechnic University of Timisoara,

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

Application

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

Contact Information

Name: **Grant MacDonald**

City: **London**

Province: **ON**

Postal Code: **N6A 1M2**

Experience and Qualifications

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

I would be open to learn and support in whatever way the board thinks is best.

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

I want to make a difference in LMCH and especially in my building. I would like to learn how to handle things differently and make a positive change in my community. I see a lot of the things that go on in the buildings because I live here 24/7.

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

I would be open to learn and support in whatever way the board thinks is best.

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

I have been part of the Portuguese cultural centre, and whatever they needed I did for them. I also help out at the Arcaid street mission when they need help. I think this will help because I have gotten to know my community and I am good at working with other people. It has also helped me to learn how to take direction.

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

I am interested so I can make a positive change. I hope to contribute my knowledge of what is going on, and anything else that would be helpful. I would support the work of the board by doing whatever is necessary

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

I have my high school diploma and partial autobody apprenticeship from Fanshawe college

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

I have lived in social housing in London for 6 years

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

I helped buss tables, serve beer, and stock the fridges at the Portuguese cultural centre. Anything they needed help with I did. I did this from 2010-2022. I have been helping out at the ARC from summer 2022 to present. If they need help moving stuff around I do it

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

i have my workers CRW and Shawn Hughes Amanda david im an a assette to lmch

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

If you selected 'Other', please specify:

Submitted on: **1/19/2023 7:45:34 PM**

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

Application

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

Contact Information

Name: **Peter Mac Donald**

City: **London**

Province: **ON**

Postal Code: **N5V 1A5**

Experience and Qualifications

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

I had jobs in the the past and the present dealing with customers. My last full time job my last position was QC Tech Lab Tech management. Job I at now I am grocery clerk closer in charge of the shift. I deal with problems that come up that arise n do some maintenance.

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

I can offer fresh ideas n problem solving issues. My help to the fact I been in housing over 14 years. I can help with people with disabilities and help with their problems. I can do this because of my disabilities and my sons disability

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

I would work together with the board and I would be a team. We can work as a team. If we all disagree then we help no one.

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

I volunteer with George Bray Sports Association. I also deal with the public at work.

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

I want to come in with fresh ideas and I have done different jobs over the years dealt a lot with customers including problem solving.

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

I do not have a grade twelve education quit school.

I worked with heating n cooling company. I worked for a boiler company for two years. Worked for different companies dealing with the customers. Dealing with the customers in some places solving problems to this day still working with public at Oxford Street Valumart.

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

I worked with heating n cooling company. I worked for a boiler company for two years. Worked for different companies dealing with the customers. Dealing with the customers in some places solving problems to this day still working with public at Oxford Street Valumart. I am from Nova Scotia moved here in 1978. Helped my dad doing home Reno's n repairs to house for years. I know what it takes for repairs.

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

I have not been CD on any boards. All I learned has been hands on.

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

I like helping people in general

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify: **Housing email**

Submitted on: **12/19/2022 12:25:59 PM**



Application

The City of London is committed to equity, diversity and inclusion and we welcome applications from all candidates, including women, racialized persons, Indigenous peoples, persons with disabilities, persons of the 2SLGBTQ+ community, and others.

We are committed to providing a fully accessible recruitment process. Please let us know if you require any accommodation: accessibility@london.ca.

Please complete all fields in this application. If you have questions, contact us at 519-661-4530.

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

London and Middlesex Community Housing Inc. ▼

Contact Information

Name *
Gary E Moogay

Phone Number *
[Empty field]

Address *
[Empty field]
[Empty field]

Province *
Select an item ▼

Postal Code *
N6B-1W9

+ Experience and Qualifications

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

N/A

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

- I volunteered at St. Joe's House cleaning tables and dishes.
- I assist LMCH with flyer delivery.
- I work in the food service industry at Subway.

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

- To make changes and positive influence.
- To share the tenant perspectives on what it like to live in LMCH.

Confirmations

I declare the following:

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

By submitting this application for consideration, you are declaring that the information in your application is true.

The City of London has a strong commitment to workplace diversity and inclusion, and this commitment extends to our Boards and Commissions appointments. An inclusive workplace creates a more supportive environment and ultimately helps us to provide better service to our diverse community.

The final approval of appointments is given by the Municipal Council. If you require any additional information about the Committee appointment process or if you have questions about any of the Boards and Commissions, please contact the City Clerk's Office at 519-661-2489 Ext. 4599.

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

- City Website
- Social media (e.g. Facebook, Twitter)
- Contact from the City Clerk's Office
- Professional or community organization
- Conference or networking event
- Word of mouth
- Printed newspaper advertisement
- Other

If you selected 'Other', please specify

The personal information on this form is collected under the authority of the Municipal Act, 2001 and will be used to assist the Municipal Council in selecting appointees for various City of London Boards, Commissions and Committees. Questions about this collection may be referred to the Manager, Records and Information Services, 300 Dufferin Avenue, London, ON; Tel: 519-661-2489 ext. 5590.

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

Application

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

Contact Information

Name: **Tracy McNie (Law)**

City: **London**

Province: **ON**

Postal Code: **N6G 2V3**

Experience and Qualifications

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

I have sat on several of London's Steering Committees including the Poverty Panel, East London Safety Committee, and the London Drug & Alcohol Strategy Commission & I am a member of the London Homeless Coalition.

I also was a founding member of the Naloxone Program as Director of LANSU.(London Area Network of Substance Users)We were responsible for the distribution of free Naloxone kits that save lives.

I ran LANSU, a non- profit support group for substance users & those struggling with mental health issues and have been advocating for tenants for many years.

Prior to that I worked for Neighbourhood Legal Services (NLS) giving Landlord & Tenant advice to clients over the phone.

I am very passionate about tenant rights & securing persons in need with affordable housing & would be an excellent candidate for this position.

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

I hope to give a voice to LMHC tenants, as a person who has lived in LMHC housing for 15 years. I am aware of areas of concern of tenants and would like to understand the hardships that housing providers endure so I can alleviate some of the tenants concerns & assure them that even though it may not appear that issues are being addressed, that in fact there are challenges in their resolution.

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

Given my extensive daily experience dealing with the very tenants that LMHC service, I hope to act as a mediator between the often strained relationships between tenants & LMHC staff.

The lack of communication between the parties adds to this strain & as a mediator, I would hope to improve the situation.

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

I believe I outlined all of my experience in the first section.

In addition, I did attend the city training on the "Housing First" approach as well.

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

As I addressed prior to this question, I hope to mediate concerns of both tenants & housing staff, so that tenants feel like they are being heard & not ignored, which has been the consensus for some time.

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

**I graduated Grade 12, then attended Wheable Adult Ed, as a single mom, to get an Administrative diploma & upgrade to attend Fanshawe College.
I graduated from the Law Clerk program, after doing my Admin co-op at Neighbourhood Legal Services, where I developed a desire to help those in need.
I worked as their Intake/Receptionist, which included giving Landlord Tenant advice to clients & enjoyed advocating for low income tenants
After an accident causing my physical disability to hinder my ability to work full-time, I started LANSU & achieved Peer Support training at LICH during my years advocating for those struggling with addiction & mental health.
I also recieved First Aid, CPR, Crisis Intervention & Naloxone Administration training.
I don't believe in being idle & always strive learn, develop & use my skills for the greater good.**

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

**I have been homeless myself, prior to moving into LMHC housing & had my own struggles with addiction & mental health.
Working with those experiencing the same struggles helped me & I hope to be able to motivate others to overcome their struggle**

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

**I believe I covered all relevant info above.
I sat on all committees until the committment was fulfilled & service no longer required.
I worked at NLS for 14 mths on contract until fulfilled.
I ran LANSU for 6 yrs until we lost our 3rd Director & most members; as our goal was to access funding to employ persons on ODSP to help others, however we were not successful in doing so.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **I can't think of any further pertinent information**

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

Attach more files here, if needed: **Cover letter.pdf**

Confirmations

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

If you selected 'Other', please specify: **LMHC flyer**

Submitted on: **1/11/2023 8:00:18 PM**

Objective: To secure a position which best utilizes my skills, education and experience

Skills:

- Office Administration Certificate in 2004, Law Clerk Diploma in 2011 & Peer Support Worker Training in 2016
- 15 + years experience working in a social service capacity, advocating & referring clients to local agencies best suited to meet their specific needs
- Strong computer skills in Microsoft Office and various agency specific database programs
- Extensive knowledge of the Residential Tenancies Act, poverty/social reform issues & mental health/addiction concerns
- Enthusiastic, self-starter who truly enjoys working with the public and helping others

Related Work Experience:

<i>Director</i>	London & Area Network of Substance Users (LANSU)	Sept.2011-Mar. 2020
<i>Student</i>	Law Clerk Program	Sept.2009-Apr.2011
<i>Intake Support Worker</i>	London Housing Registry (3 month contract)	Sept.-Dec.2006
<i>Intake Receptionist/Legal Assistant</i>	Neighbourhood Legal Services (Legal Aid Ontario Contract)	Aug.2004-Oct.2005

Related Volunteer Work:

<i>Volunteer</i>	Various City of London Steering Committees (Community Drug & Alcohol Strategy, The Naloxone Program, Poverty Panel, etc.)	Sept.2012-present
<i>Director</i>	London & Area Network of Substance Users	Sept.2011-present

Related Work Duties:

- Incorporated & acted as the Director of LANSU, a non-profit organization consisting of current & former substance users who provide peer support, harm reduction & overdose prevention education, referrals & advocacy
- Welcomed clients in a warm manner and provided detailed information, resolving clients' concerns in a respectful, sensitive, non-judgmental manner
- Courteously answered multi-line telephone, took messages and routed calls
- Acted as a liaison between community agencies and clients; referring clients to appropriate agencies, based on their specific needs
- Assisted lawyers in their dealings with clients by advising clients of their rights with respect to provincial and municipal legislation; including OW, ODSP, CPP, Landlord/Tenant, Social Housing policies & procedures

Specialized Training:

Peer Support Training, Naloxone Administration, CPR & First Aid Training London Intercommunity Health Centre 2016

Education:

<i>Law Clerk Diploma</i>	Fanshawe College, London	Sept.2009-Apr.2011
<i>Office Administration Certificate</i>	Wheable Centre for Adult Education, London	Sept.2002-Jun.2003

Hobbies: Human Rights Advocacy, Animal Rescue (East Village Animal Hospital Volunteer), Tai Chi and Hiking

References Available Upon Request

December 11, 2022

Attention: CMHA

Re: Housing Support Worker Position

Please accept this letter in application for the Housing Support Worker position with CMHA.

Throughout my employment history, I have worked for many years for some of the communities' social service organizations, as well as the Director for LANSU, responsible for the Naloxone Programs success, providing support & advocacy for those struggling with mental health & addiction issues.

Prior to that, I worked for Neighbourhood Legal Services, providing landlord and tenant advice over the phone, advocating for low income tenants. I also help an Intake Support Worker position at the London Housing Registry providing the community with affordable housing options & persuading landlords to rent to the low income demographic.

I acted as an advocate & liaison between community agencies & clients, providing detailed information & referrals to appropriate agencies to meet specific client needs.

My education, experience and work history make me an ideal candidate for this position. I possess both exceptional communication skills and the ability to learn things quickly, while working well independently. Many of these attributes make me a valuable employee. I am always willing to go the extra mile for a client or co-worker and believe I would be an asset to you!

I would like the opportunity to meet with you at your convenience to discuss my qualifications in greater detail. A message can be left for me.

Yours sincerely,

Tracy Law

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

Application

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

Contact Information

Name: **Mercy Mdala**

City: **London**

Province: **ON**

Postal Code: **N5Y1V1**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **No**

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

My effort to contribute ideas and skills

Willing to help if I can

Sharing skills and ideas regarding the changes climate economy epidemics

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

Yes I will support

Administration skills

Physical skills

Social skills

Humanity

Sanitation

Some education skills to community

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

Needy care child senior and special needs disability I am a single mother of 3 with a daughter with autism as a single parent it not easy some of encouragement skills for families like my own as immigrant in the country and we do have alot of immigrant in LHM so I have skills understanding how it feels to be in a new environment

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

My first interest so to be part of the board as a tenant we have challenges which need to be held, helped and if I will be part of the board I will be able to understand and reach out information to tenant who have issues and need to understand like me

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

I went far with my education level to college both in my country of origin in Africa and in Canada I have been in alot of college in Toronto and Barrie Ontario

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

The newest position I was offered here in London was working with YWCA and nutritional dietary but because of ependemic , special need child I had to let go my post because I do home schooling

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **None**

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

**Am flexible energetic ambitious and role model I am a go person
I am the winner**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify:

Submitted on: **1/10/2023 11:34:21 AM**

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

Application

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

Contact Information

Name: **Shannon Pettigrew**

City: **London**

Province: **ON**

Postal Code: **N5Z3X6**

Experience and Qualifications

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

I lived in country spirit cooperative housing and sat on the board of directors for 8 of the 11 yrs I was president, vice president, secretary and I ran maintenance, social and landscaping committees. Ive been on the board for smart start for babies for 5 yrs as well and ran most of their fundraising events. Ive sat in on ltc board meetings as a psw for one of their members. I am diversified in many boards and enjoyed my time on them knowing I was helping to make a difference.

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

I'd like to know more about how the housing department runs and be able to make decisions that help in making housing a safer and more beautiful and beneficial way of living. I'd like to be a part of making housing a safer place to live.

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

I wll support the work of the board by keeping privacy a big aspect of the decisions, however I would like to keep housing from making bad decisions and continuing to allow housing to go down hill and help the board and commission to make better healthier decisions for members of the housing community

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

I've been a psw within the community for 20 plus yrs. I've worked with the london transit commission and cooperative housing boards. I've been involved with smart start for babies and I've volunteered for coaching sports teams such as soccer and baseball. I enjoy finding ways to help people out of situations such as hunger, clothing etc. I help people living in cooperative housing when they've been called in or do not understand the board processes.

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

I would like to contribute to the board by coming up with ways that women can't use the womens shelters as a way to get into housing and moving the abuser in, they should NOT be allowed until proof of some kind of therapy is done for say a year. Im tired of listening to my neighbour get beaten as im a survivor of domestic violence and rape and its a trigger to live next to it. I think I could also help by supporting the board in making better maintenance decisions, and finding ways to protect the families already in housing

from dealing with the issues they have regarding housing. I am overly honest sometimes, however that's what needs to happen in order to get through meetings in a timely manner. Gossip is not needed only facts in order to get things completed

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

I've been volunteering on boards since I was 22 yrs old. I have psw, interior design and child care diplomas as well. Ive volunteered throughout our community for the same amount of time

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

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

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

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

If you selected 'Other', please specify:

Submitted on: **1/9/2023 2:01:25 PM**

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

Application

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

Contact Information

Name: **Mark Pond**

City: **London**

Province: **ON**

Postal Code: **N5Y 2S4**

Experience and Qualifications

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

I have no experience on a board or commission.

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

I would like to improve the lives of tenants and people who help the tenants. I would like to do this by working with everyone to get solutions to difficult problems.

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

will do my utmost to collaborate with the board.

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

I have been a tenant of London housing for 3 years. I have seen what goes on and sometimes it's not pretty. Although there is chaos sometimes, there's also decency that could be improved by showing people how lucky they are.

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

My answer to this was written on the previous question.

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

I have a grade 12 Diploma from H.B.Beal Secondary School.

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

I have no relevant work experience but I have real life experience living and breathing in London housing.

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

I'm involved in CMHA . I participate in activities involving being active to keep my mind and body as healthy as possible

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

I had a private pilots license until I got struck with an illness.

Attach resume or other document here, if needed: **IMG_0086.jpg**

Attach more files here, if needed:

Confirmations

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

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

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

Submitted on: **1/9/2023 4:29:55 PM**

Mark Pond

PROFESSIONAL SKILLS

- Can work both independently and collaboratively within an organization
- Caring and patient
- Willing to ask for assistance when needed
- Skilled in math and geography
- 45+ years of driving experience Class G

WORK EXPERIENCE

Universal Ignition - London, ON 1994-1996

PARTS HANDLER AND DELIVERY DRIVER

- Delivered parts to customers throughout the day in a timely manner
- Created a personal delivery schedule
- Successfully worked independently to complete company goals

Lewis Bread - London, ON 1990-1992

PRODUCTIONS WORKER AND BAKER ASSISTANT

- Performed tasks given by the head baker
- Worked on the production of baking goods
- Organized finished products
- Worked collaboratively with the baking team

International Bakery - London, ON 1980-1988

SORTER/PACKAGER

- Baked and packaged goods
- Worked independently with little supervision
- Accurately followed health and safety protocol

EDUCATION

H.B. Beal Secondary School - London, ON 1978

Ontario Secondary School Diploma

Application For Appointment To A City of London Board or Commission

Application: Select an item

London and Middlesex Community Housing

Contact Information

Name: Larry Sedlacek

City: Dorchester

Province: Ontario

Postal Code: N0L 1G2

Experience and Qualifications

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

Not applicable

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

I wish to learn the process of selecting tenants and how their rents are determined.

I would like to contribute ideas to improve issues that LMCH and tenants are currently facing.

How will you support the work of a Board or Commission?

(Max 3000 characters)

By attending scheduled meetings

By researching topics that may be useful

By contacting members through e-mail

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

Experience: Resident Contact for LMCH Dorchester, ON

Performed audits and problem solving activities in a manufacturing environment

Training: see attached LMCH Certs file

Community involvement: Election officer

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

My experiences with LMCH make me hopeful to offer some ideas.

Contribution and support have been addressed above.

Please tell us about your education background, Professional Credentials, or any other training which is related to this position. (Max 3000 characters)

Education: Honour graduate Accounting and Payroll Everest College

Professional Credentials: American Society for Quality

Failure Mode and Effect Analysis Certification

Global 8D Problem Solving Certification

Other training: Knowledge of 5 'S' and 5 'Y' courses

Please describe any work and/or lived experience you have (Max 3000 characters)

Resident Contact for LMCH Dorchester, ON

Also, see attached resume

Tell us about your involvement in any public or Private Board, Community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved (Max 3000 characters)

See above responses re: Other experiences

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

Not applicable

Confirmations

Submitter e-mail (in case we need to reach you regarding this submission)

I declare the following

X I am a resident of London

X I am at least 18 years old

X I am not a City employee or Council Member

X I understand that my application will be included on a public agenda that is published on the City website

For members of the public applying to serve as Tenant Director on the LMCH Board, I declare the following:

X I am currently a tenant of LMCH

X I understand that should I no longer be a LMCH Tenant due to transfer of property or moving out, I will need to resign this position.

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

X Other

E-mail from London and Middlesex Community Housing – Board of Directors – Tenant Position

Larry Sedlacek

Dorchester ON, N0L 1G2

Objective

To assist management goals and objectives, through my organizational and analytical skills.

Education

Fanshawe College (August 1997)
High Performance Manufacturing Certificate

Skills

Record Keeping

- Proficient with Microsoft Office Word, Excel and Database Management
- Completed, organized and filed Final Inspection records (500+ Parts)
- Developed, maintained and updated process charts to current revision levels
- Completed and maintained Non-conformance and internal Deviation records

Organizational

- Exceptional time management skills with emphasis on prioritization
- Support and interact with all functional departments in a professional manner
- Trained employees using traditional and specialized measurement tools
- Authorized to disposition non-conformance material to meet shipping schedules up to plus/minus 10% of customer print specifications

Problem Solving Abilities

- Excellent math and organizational skills
- Trained in the following areas – Process Flow Charts, Brainstorming, Ishakawa Diagrams, 5 'Y' (Root Cause Analysis), Global 8D Problem Solving, 5S Standards
- Initiated Engineering changes to reduce or standardize process control procedures, resulting in an efficient use of time
- Identified and segregated non-conformance product to hold areas

Additional Training

- American Society for Quality/Certified Quality Technician
- Global 8D Problem Solving / Failure Mode and Effects Analysis
- Measurement System Analysis / Gage R & R / PPAP
- WHMIS / MSDS/ Statistical Process Control

Professional Experience

Quality Inspector

Teppen Corporation / Meridian Technologies Inc Strathroy ON

- Safe launch and inspect parts as per customer requirements
- Manual and/or pneumatic filing of excessive magnesium flash
- Segregate and document non-conformances
- Document and deliver shift results to supervisor

Vendor Quality Inspector

Adecco / APL Logistics London, ON

- Receiving inspection – verify supplier parts to print
- Data entry – record inventory into SAP software system
- Contact vendors – re: non-conforming material, co-ordinate return/ replacement stock

Machine Operator

The People Bank/Gnutti Ltd London, ON

- Set up machine per process sheets per part
- Maintain and record part specifications
- Troubleshoot and make authorized adjustments

Quality Technician

MPP Canada Blenheim, ON

- Inspected product to meet Final/Print specifications
- Initiate and maintain non-conformance reports
- Conducted and reported process and departmental audits

Material Handler *Statistician Clerk *Machine Operator

Ventra Group Chatham Plastic Division Chatham, ON

- Organized finished product to shipping area
- Compiled and reported weekly components inventory
- Inspected, trimmed, packed, labeled and recorded process specifications

Material Handler * Shift/Line Supervisor

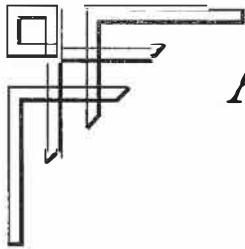
Dale Technologies/North American Plastics Wallaceburg, ON

- Delivered, coordinated and maintained raw materials, components and packaging
- Organized and supervised 20+ employees to various work stations
- Managed product flow to meet shipping requirements in a just-in time facility

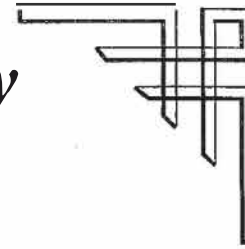
Volunteer Work

- MPP Canada Annual Golf Tournament Co-organizer/MC
- Government of Canada Elections officer

- *References available on request* -



American Society for Quality



Larry M. Sedlacek

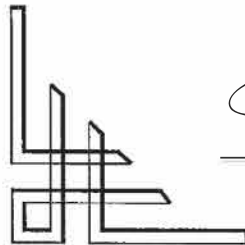
*has satisfactorily fulfilled the requirements established
by the Society for professional attainment in*

Quality Technology

and is, therefore, certified by the Society as a

Quality Technician

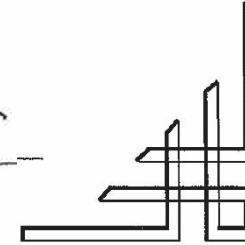
Certification Number 21357
Certification Date 3/7/2009



Daniela Lucetti
Chair, Certification Board



John
President



Everest | COLLEGE

BUSINESS • TECHNOLOGY • HEALTH CARE

hereby certifies that

Larry Sedlacek

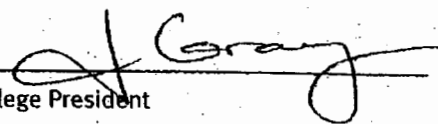
has successfully completed the prescribed curriculum for the program

Accounting and Payroll Administrator

and is thereby awarded this

Diploma with Honours

Dated at London, Ontario
This 29th day of June, 2010


College President





ST. CLAIR COLLEGE
OF APPLIED ARTS & TECHNOLOGY

CERTIFICATE OF COMPLETION

Presented to

LARRY M. SEDLACEK

Upon successful completion of

Failure Mode and Effects Analysis

FMEA course


CORPORATE & PROFESSIONAL TRAINING


DATE



ST. CLAIR COLLEGE
OF APPLIED ARTS & TECHNOLOGY

CERTIFICATE OF COMPLETION

Presented to

LARRY M. SEDLACEK

Upon successful completion of

GLOBAL 8D PROBLEM SOLVING

course


CORPORATE & PROFESSIONAL TRAINING


DATE

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

Application

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

Contact Information

Name: **Anita Speets**

City: **London**

Province: **ON**

Postal Code: **N6J 1H1**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **None**

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

The truth!

No idea - I've never been on a board in my life

I would like to know what kind of a commitment it is, and if I get to speak freely. I have been stuck/blessed in rent geared to income housing for 25 years in London, Ontario. I think I could contribute.

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

I don't know - what kind of support are you looking for?

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

I'm on a disability pension, and I run my own business from my home.

I sell books, etc to the general public in London

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

I genuinely care about the disadvantaged vulnerable population. I think everyone should be treated equally, even if they are living in poverty and have addictions, etc.

Again, I don't know what kind of support you're looking for. I would like to have a discussion about that and see if we are a good match.

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

I have a sociology degree from Western, which I did get a small scholarship for because I lived in housing. That was a long time ago - back in 2001. I lived in the Wharncliffe buildings for 12 years. It was a ** hole for the most part! Daily trauma and drama - walked away with CPTSD.**

I would be curious to know the state of it now and see if there's anything I can do to help. I also have a two-year diploma from Sheridan college in office administration plus high school obviously.

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

Surviving 12 years in a housing building pretty much says it all. Thank God I was going to Western at the time and I lived in two different worlds. Two worlds so close together, but so far apart. Going to Western kept me positive and sane. I made it out alive.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **None**

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

I'm an empathic Christian woman. I have a passion for justice, truth and righteousness. I will fight for causes like no one else, especially when it comes to animal abuse and there's a lot of animal abuse happening in those buildings. When I say those buildings, I'm talking about 345 and 349 Wharncliffe.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.**

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

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

If you selected 'Other', please specify:

Submitted on: **1/2/2023 8:48:49 PM**

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

Application

Please choose the Board or Commission you are interested in serving on: **Committee of Adjustment**

Contact Information

Name: **Mahmood Badvi**

City: **London**

Province: **ON**

Postal Code: **N6E 2S9**

Experience and Qualifications

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

None

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

As a member of commission i will learn and implement the right policies

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

yes

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

As a Canadian i strongly believe in diversity, regardless of race, religion and creed.

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

I have personal relationship with so many active politicians and actively participate in their election campaigns.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **2/10/2023 4:14:48 PM**

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

Application

Please choose the Board or Commission you are interested in serving on: **Committee of Adjustment**

Contact Information

Name: **DENISE BROWN**

City: **London**

Province: **ON**

Postal Code: **N6C 1E8**

Experience and Qualifications

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

2018 - 2022 - Committee of adjustments - always prepared and excellent attendance, even while on holidays.

2010 - 2014 - While an elected official, I served on several boards including:

- 1. Police Services Board**
- 2. Middlesex London Health Unit**
- 3. Western Fair Board**
- 4. Dearness Home Committee of Management**
- 5. London Middlesex Health Unit**
- 6. Lake Huron Primary Water Supply Joint Board of Management**
- 7. Public Utilities Commission of the City of London**
- 8. Community Safety & Crime Prevention (FCM)**
- 9. Municipal Finance & Intergovernmental Arrangements (FCM)**
- 10. Housing Leadership Committee**

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

With 4 years of experience, I am fully trained and understand the processes for the committee of adjustment. My experience would enable the committee to proceed without the need for training.

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

Preparing before each meeting, including site visits when necessary, is important. Understanding of the processes is critical as well as attendance is vital.

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

Although much progress has been made on gender, ethnic and cultural diversity, more needs to be done. Inclusion and equity are a critical component to any organization. I have never discriminated against anyone because of their race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, disability, age, religion or political perspective. It is my belief, and it is something that I live by, that everyone should feel included and have an equal opportunity. In a previous employment, I handled the hiring and training of many of our employees and ensured that every application was reviewed with equality.

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

2010 - 2014 - City Councillor - City of London

Served on many other boards, including:

- 1. Business Cares Food Drive**
- 2. Ride For Dad**
- 3. Rotary Club of London**
- 4. Canadian Club of London**
- 5. Chamber of Commerce Business Achievement Awards**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify:

Submitted on: **1/30/2023 8:00:36 AM**

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

Application

Please choose the Board or Commission you are interested in serving on: **Committee of Adjustment**

Contact Information

Name: **Mariam Hamou**

City: **London**

Province: **ON**

Postal Code: **N5Y 3X3**

Experience and Qualifications

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

Former City Councillor - 2021-2022

London Public Library

2014 - Nov 2021

Became involved with SOLS in my first year and it began my love for library advocacy. I found my way to the OLBA through SOLS and used all my media and political connections to first bring library issues to the forefront of London and surrounding areas. Board Chair from 2018-2020.

Striking Committee - London City Council - Committee Member - 2010

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

I'm interested in continuing to do committee work for the City of London to stay involved in serving London. I do believe that since I have first hand experience with both staff and council, I will be able to be a very seamless fit to help with this work. I have been involved with these issues as a councillor and was able to navigate the different areas of the city to help come to a favourable solution for both the constituent and the city. I'm also hoping to learn in more detail, about how zoning works in London and how we meet our policies while still helping those living in London meet their needs.

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

I will first try to sit down with staff if I need further clarification about all the technical issues I would have to learn concerning this board. I will also listen carefully to what the other members of my committee voice to help come to consensus on an issue. I like to look for ways to help make everyone feel heard and helped on all sides.

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

I've been a very active member of the Muslim community in London, Ontario, but further to that, my biggest commitment is to women's issues. I belong to a demographic that is generally marginalized, not just in Canada, but all over the world. It's been very important to me that more Muslim voices are heard but specifically Muslim women's voices, so not only do I personally speak up, but I try to mentor others to speak up as well. I know that in a city with a great deal of diversity, we struggle with diverse representation around the board table, but we should keep trying new things until we strike the right chord - hopefully, I will be of help.

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

EDUCATION/CERTIFICATES/TRAINING

Western University, London, ON - Master of Library and Information Sciences, 1999

Western University, London, ON - Honours BA., Language and Literature, 2004

Western University, London ON - BA., English, 1997

South Secondary School, London, ON - High School Diploma, 1993

Social Media Training Certificate - Michael Slaby - Chief Technology Officer of Obama for America in 2008 campaign - Certificate - 2013

San'yas: Indigenous Cultural Safety Training - Certificate - December 2020

Anti-Black Racism Training - OLA - Training - January 2021

Orton-Gillingham Certified Tutor - Ongoing

VOLUNTEER EXPERIENCE

Middlesex London Health Unit - 2021-2022

Child and Youth Development Clinic - Board Member - 2019-Present

Regional HIV/AIDS Committee - Board Member - 2016-2021

Friday Roundtable - Political Pundit/Advocate - 2016-Present

London Scottish Rite Learning Centre - Orton-Gillingham Tutor - 2019-2022

Nazem Kadri Foundation - Communications Director - 2017-2022

Southern Ontario Library Service - Trustee Council Member - 2014-2017

London Celebrates Canada - Board Member - 2011 - 2017

Striking Committee - London City Council - Committee Member - 2010

Association of London Muslims - Advisory Board Member - 2005 - 2009

London Muslim Mosque - Board Member - 2005-2009, 2012

Postsecondary Education Advisory Board MTCU - Government of Ontario - 2005-2007

Multicultural Community of London - Board Member - 2005 - 2009

Run for the Cure - Team Captain - 2006

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify:

Submitted on: **2/13/2023 4:00:24 PM**

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

Application

Please choose the Board or Commission you are interested in serving on: **Committee of Adjustment**

Contact Information

Name: **Matt Nicolaidis**

City: **LONDON**

Province: **ON**

Postal Code: **N5Y4L1**

Experience and Qualifications

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

I have not previously served on a Board or Commission, but I ran to be Ward 4 councillor in the previous municipal election, and have political experience at the provincial and federal levels.

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

I hope to provide a voice that is both pragmatic and equitable - someone who will consider all facts and statements empirically, and apply judgement without prejudice. As a renter and a tenants' rights activist, I hope to provide a working class voice to London's Committee of Adjustment, to ensure that those whose voices are often overlooked are included and considered. I hope that my input will contribute to ending the housing crisis we unquestionably face in London.

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

I will consider all information provided within public hearings, and go above and beyond to seek additional information from affected communities. I would be honoured to apply my strong work ethic and personal diligence to assisting the City of London build greater things. And, of course, I will attend all pertinent meetings and spend additional time outside the Committee to better inform myself and my colleagues of information that may otherwise be missed.

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

Diversity and inclusion means considering the voices of all those affected by policy or provisional changes - regardless of immutable factors like ethnicity, religious beliefs, sexuality, gender identity, income levels or family status. Research clearly demonstrates that the most marginalized people, especially those who living in poverty, are much less likely to engage in public consultations. Therefore, it is imperative that I, as a Member of the Committee, put in additional legwork to reach out to folks that may otherwise be missed. Simply putting out public notice will ensure valuable voices are left out of the process - working with Councillors and other local officials to canvass or otherwise directly engage with Londoners will be a process I eagerly pursue.

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

I have served as a elected delegate to Provincial Council for the NDP for nearly a decade - a structure similar to Boards and Municipal Council. I have years of experience directly

engaging with constituents and voters over many provincial, federal and municipal elections, and for a number of single-issue campaigns. I am a hard worker with experience in the industrial automation, telecommunications and construction sectors. My education background covers both engineering technology and supply chain management. Last year, I successfully organized low-income tenants in my own building complex to fight back against an illegal ban on air conditioner units. I managed my own municipal election campaign, also last year.

I'm a hard worker with hundreds of hours directly engaging with folks from all walks of life on political issues. I'm eager to use this experience to serve the people of London.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify:

Submitted on: **2/7/2023 4:04:59 PM**

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

Application

Please choose the Board or Commission you are interested in serving on: **Committee of Adjustment**

Contact Information

Name: **Antonio D Santiago**

City: **London**

Province: **ON**

Postal Code: **N6E 3K2**

Experience and Qualifications

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

December 7, 2021 Resolet 4.8-18-SPPC Appointment to the Committee of Adjustment for the term ending November 14, 2022
May 3, 2022 Resolet 4.5-8-SPPC Appointment as Voting Member to the Integrated Transportation Community Advisory Committee for the term ending on or before February 2024.

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

Half a century of life and work experience, in a plethora of roles in numerous fields of work, and interacting with people of different cultures, characters, personalities, and mindsets, have prepared me for the task at hand. By sharing my lived experience, I hope to be able to be an asset to the Committee. As a former czar of a closed community, being responsible for almost all of their daily needs - power, water, sewer & sanitary, public health, security, transportation, infrastructure, repairs & maintenance, education, community life, and even entertainment - I am well-equipped to share my knowledge and expertise in the tasks of the Committee.

Furthermore, as a former member of the Committee of Adjustment, I have had actual experience working with the Committee members and participating in the deliberations and decisions that were accomplished.

The learning experience is vast and helps increase my knowledge of the bylaws and rules and regulations of the City of London and particularly of its rapid growth. It is very interesting and a great experience to see the birth pangs of the City and how its history has helped contribute to and in some cases, suppress its growth. Added to this are the way development has proceeded and the reasons why it has gone the way it has.

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

Committing to be present in all of the meetings is the best way to support the work of a Board or Commission and I always strive to have perfect attendance unless there is a super compelling reason for me not to be present. By being present, I am updated on what is happening and what is going on, and not playing catch-up because of my absence.

Furthermore, being prepared for meetings - by going over the agenda, researching the information provided, and even physically surveying the location if possible - is key to participating in the deliberations and discussions.

Finally, getting to know and being able to work with fellow Board or Commission members is the best way to develop harmony and smooth interpersonal relationships that enable the trouble-free functioning of the body.

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

I firmly believe that all of us human beings are one and the same creatures. It does not matter where you come from, what you believe in, how you do the things you do, and how you interact with your fellow human beings because deep down inside we are all children of God. And as such, we should treat each other as we treat ourselves. It is how we think that has led us to all the prejudices, biases, hate, and fear that are ruining our relationships. That is why I always try to the best of my ability to treat every person as a unique human being that should be treated just like I would deal with myself on any and all occasions.

In the early part of 2022, I collaborated with the Nigerian community here in London to have my fellow Filipinos participate in a project that would train ordinary citizens how to deal with mental health issues especially with our fellow countrymen here in the City of London taking advantage of our unique ability to communicate in our native tongue that can greatly facilitate communication. This was quite a successful project and something that may be offered again in the near future. Furthermore, it opened the door for further collaboration between the Filipino and Nigerian communities here in the City of London. As a member of the Committee of Adjustment, I would welcome working with diverse people and fostering an inclusive environment in the workplace through the involvement of everyone in the discussions and deliberations. It would be very interesting to discover the perspectives of all that should give me an idea of how they think and how we can work together to solve the issues at hand.

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

As previously stated, I was a former member of the Committee of Adjustment and served for a year until my appointment expired in November of 2022.

While I am a Professional Mechanical Engineer, with many years of experience in operations management, repair & maintenance, and project management, I have had many many years of community involvement while serving as Division Manager of the Management and Administrative Services of a large agricultural conglomerate in my home country whose main offices and areas of operation were situated in a 400-hectare compound in a rural agricultural sugar cane growing area. The compound was home to 1,000 company houses for the employees and officers of the corporation. And also to squatter settlements within the compound numbering about 300 shanties. Part of my duties and responsibilities was to take care of the community of around 30,000 people to make sure they had power, water, gas for cooking, sewer & sanitary, public health, repair & maintenance of the houses, roads, and bridges, transportation, education for their children, have community activities, etc., etc. I have also had to relocate the squatters by providing a relocation site for them that was fully developed by the company from scratch (agricultural land). This was a 3-year project that proved very successful. I am also a trained facilitator and conducted various training activities for the employees of the agricultural conglomerate stated above.

I was enrolled by the same company at the Asian Institute of Management, in Manila, Philippines, for a management development program where I worked and collaborated with my classmates from various Asian countries. This was a fun learning experience and at the same time, a great opportunity to interact and network with people from many cultures.

A further diversity experience was my stint as an exchange student in Australia in my younger days where I learned to live with people from various cultures and at the same time immersing myself in the Australian culture.

Attach resume or other document here, if needed: **Antonio Santiago_Resume.pdf**

Attach more files here, if needed:

Confirmations

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

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **2/7/2023 2:25:51 PM**

ANTONIO SANTIAGO

London, ON, N6E 3K2

PROFILE

- **Provisional Professional Engineer** licensed with Professional Engineers of Ontario, Canada
- Mechanical Engineer with extensive manufacturing and production, warehousing, logistics, and transportation involvement in the automotive, defense, and food manufacturing industries
- Proficient problem-solver with hands-on experience in the fields of manufacturing, production planning and scheduling, industrial engineering, logistics and transportation, shipping and warehousing, inventory management, quality assurance and control, and continuous improvement
- Experienced trainer and facilitator, possessing exceptional verbal and written communication skills, and solid presentation abilities
- Ethical and consummate professional committed to maintaining the highest standards in the profession

EXPERIENCE

General Dynamics Land Systems – Canada
London, ON

2015 – 2018

PRODUCT READINESS TEAM SPECIALIST

2017 – 2018

- Vetted 24,000 individual parts of Stryker vehicles in 6 weeks, for correctness of part numbers, NSN assignments, descriptions, relevance of applicability, and disposition, that had been backlogged for 3 years
- Established criteria, e.g. ECNs, ECOs, NOCs, etc. for periodic part number scrub from overall parts listing numbering 30,000 plus for a more manageable and relevant list in-house and various customers' use
- Recipient of Outstanding Employee Award for service above and beyond

PRODUCT COMPLIANCE TEAM SPECIALIST

2016 – 2017

- Created 500-page illustrated Manuals of Instruction in 6 weeks for the inspection, cleaning, and preparation for re-installation of retrofit vehicle parts assemblies and components that would serve as a guide and reference for repair and maintenance personnel. This was a project that had been outstanding for more than 2 years.
- Produced detailed and illustrated 200-page Manual of Instruction in 2 weeks-time for the removal and re-installation of various vehicle parts assemblies and components that had been in the works for more than 1 year

PACKAGING SPECIALIST

2015 – 2016

- Cleaned up 2 year backlog in 5 months of parts identification, weighing, measuring, and packaging design numbering 2,000 pieces while ensuring relevance and applicability of the parts
- Completed identification and disposition of 1,500 parts in 6 months for the legacy RG-31 armored vehicle project that resulted in the final closing of the project that had been under process for 3 years

London, ON, N6E 3K2

PACKAGING MACHINE OPERATOR**2014 – 2015***Dr. Oetker*

London, ON

- Established production record of 85,000 frozen pizzas in an 8-hour shift by our team
- Member of start-up group of frozen pizza manufacturing facility

CUSTOMER SERVICE REPRESENTATIVE**2012 – 2013***Sykes Assistance Services*

London, ON

- 95% resolution of all cases handled for Toyota Canada involving warranty, recalls, dealerships, performance, specifications, and quality issues through delivery of exemplary client relations
- 97% resolution of all roadside assistance calls from various vehicle owners in Canada and the US while maintaining courteous and helpful customer service

DOCK COORDINATOR, Service Parts Operation-CAMI Inc.**2008 – 2010***Transfreight Inc.*

London, ON

- Reduced average receiving time 30% by the creation of a parts receiving manual to guide receivers on quality issues that had hampered quick processing
- Increased on-time parts deliveries 20% through the investigation and resolution of inventory issues on a continuing basis of the 18,000 item parts warehouse
- Awarded continuous improvement champion in company-wide competition

PROFESSIONAL DEVELOPMENT

Overhead Crane Operator Certification
General Dynamics Land Systems-Canada

***Microsoft Office Suite-Word, Excel, PowerPoint
Oracle, Cognos, Siemens Team Centre Software***

Red Belt I
Transfreight, Inc.
Hazard Management
Fanshawe College

Introduction to Maintenance Management
Fanshawe College
Occupational Health & Safety Legislation
Fanshawe College

EDUCATION**BACHELOR OF SCIENCE in MECHANICAL ENGINEERING****1975***University of San Carlos*

Cebu, Philippines

Evaluated by World Education Services, Toronto, as equivalent to a Bachelor of Engineering in Mechanical Engineering from a recognized university in Ontario.

Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

The 2nd Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory
Committee
February 9, 2023

Attendance PRESENT: R. O'Hagan (Chair), K. Burke, P. Gill, R. Gill, B. Hill,
L. Ochoa, J. Pineda and K. Mason (Committee Clerk)

ABSENT: S. Evoy, N. Fahd, M. Castillo, N. Fragis, H. Karky

ALSO PRESENT: A. Khan, S. King, K. Koltun, N. Steinburg, J.
Tansley, B. Westlake-Power, R. Wilcox

The meeting was called to order at 4:02 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Opening Ceremonies

2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the Acknowledgement of Indigenous Lands were
read by R. O'Hagan.

2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

3. Organizational Matters

3.1 Election of Vice-Chair

That P. Gill BE ELECTED Vice-Chair of the Diversity, Inclusion and Anti-
Oppression Community Advisory Committee for the term ending
November 30, 2023.

4. Scheduled Items

4.1 Introduction of the City of London's Muslim Community Liaison Advisor

That it BE NOTED that the introduction of the City of London's Muslim
Community Liaison Advisor, was received.

4.2 2023-2027 Strategic Plan

That it BE NOTED that the presentation, as appended to the Added
Agenda, from Rosanna Wilcox, Director, Strategy and Innovation, with
respect to the 2023-2027 Strategic Plan, was received.

5. Consent

5.1 1st Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 1st Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, from its meeting held December 8, 2022, was received.

6. Sub-Committees and Working Groups

None.

7. Items for Discussion

7.1 Celebration for Trans Day of Visibility

That the Diversity Inclusion and Anti-Oppression Community Advisory Committee BE AUTHORIZED to organize and host an event on Friday, March 31 at approximately 6 PM, to recognize and celebrate Trans Day of Visibility; it being noted that Victoria Park would be the preferred location for the event.

7.2 Flag Proclamation Request

That it BE NOTED that the request to submit a flag and proclamation on behalf of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, related to Trans Day of Visibility, was received.

7.3 Change the Use of the Term "Stakeholder"

That the Civic Administration BE REQUESTED to investigate the Corporate use and potential cessation of the term "stakeholder"; it being noted that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, received a verbal presentation from B. Hill with respect to this matter.

8. Adjournment

The meeting adjourned at 5:22 PM.